M 31

MANAGEMENT QWL

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PARTICIPANT MANUAL

WESTERN REGION - USPS

1986

P 1.31/4

REGIONAL POSTMASTER GENERAL
Western Region
San Bruno, CA 94099

MI/QWL Workshop

Welcome to this workshop on Management Involvement. As you know, the Postal Service committed itself in 1982 to move from a primarily autocratic management style toward a more participative style. This commitment has been affirmed by three Postmasters General, including Mr. Casey. I fully support this course of action and ask you to do the same. Since 1982, we have made slow but perceptible progress toward more participation by employees at every level. Much has been done; much more remains.

In this workshop, you will be able to further your own knowledge about participative management, experience processes that foster collaboration, and initiate some concrete actions to improve your own quality of worklife. All of our postal people, management and craft, deserve a wholesome work environment that fosters innovative efforts to work more efficiently and effectively in providing better service to our customers.

Management Involvement/Quality of Worklife focuses on the needs of management people. You are the leaders who will help shape the Postal Service of tomorrow, and your own quality of worklife needs to be good if you are to improve it for others. I recognize that some of you may have reservations either about the appropriateness of a more open and participative management style or about the appropriateness of our specific approaches. I ask you to have an open mind as you examine these issues over the next two days and into the future. There is a lot of latitude in introducing MI into your operations, and the principles underlying our efforts will stand up under honest, informed scrutiny.

The Postal Service is making changes in its organization, operations, systems, and management styles. This workshop can help you to be more fully involved in molding these changes in your own operations. These changes are necessary for us to compete effectively, and fulfill the mission given to us by the people of the United States.

Caraveo

Joseph R. Caraveo
Regional Postmaster General

March 1986

DAY ONE

8:00 AM	Introductions Objectives & Expectations Mads/Glads
	What Is MI/QWL
	Why Do MI/QWL
	What Is Happening In Our Office
	Creating a Compatible Management Environment
	Temperament Types & The Way You Manage
5:00 PM	Feedback

DAY TWO

8:00 AM	Feedback Comments
	Increasing Our Thinking Capability
	MI/QWL Strategies, Goals & Action Plans
	Developing Increased Functional Cooperation
	Developing Increased Skills
	Change, How Do We Bring About Change?
	What Happens Next
5:00 PM	Feedback

GROUNDRULES

1. Active listening, accept that others see the world differently
2. Share responsibilities for what goes on
3. Be "open"/honest
4. Be diplomatic/don't use trigger words
5. Be constructive
6. No criticism of anyone not here
7. Participate
8. It's okay to be skeptical/suspicious and questioning - test out your assumptions
9. Smoking
10. Let learning be enjoyable

WORKSHOP OBJECTIVES

- TO INVOLVE MANAGERS AND SUPERVISORS IN THINKING ABOUT:

    - WHAT MI/QWL IS & WHAT IT IS NOT
    - WHY IT IS NECESSARY

- BUILD ON THE MSC PLAN LOOKING FOR PRACTICAL APPLICATIONS FOR MI/QWL TOOLS, TECHNIQUES, AND PHILOSOPHY

- TO INCREASE TEAM EFFECTIVENESS WITHIN MANAGEMENT

- TO ENHANCE INTER-PERSONAL SKILLS

- TO INITIATE OR STRENGTHEN YOUR PERSONAL INVOLVEMENT IN THE MSC'S MANAGEMENT QWL PROCESS

BREAKOUT GROUP PROCESS

A. Choose A

  1. Facilitator (Process) - Helps the group with how is it to be done

  2. Recorder (Flipchart - Print large)

  3. Timekeeper - To keep track of time constraints

  4. Reporter - Reports to main group

B. Agree on how to decide

C. Agree on task

D. Prepare agenda

E. Agree on groundrules

F. Procedure

  1. Brainstorm, Go Around, ...

  2. Discuss

  3. Summarize

  4. Conclude

  5. Evaluate

G. Report to main group

WHAT IS MI?

WHY UNDERTAKE THIS PROCESS?

The objective of this opening section of your note book is to provide you with the background information on management involvement you will need in your role as a manager or supervisor. In addition, this section is intended to help you understand what MI/QWL is and why the United States Postal Service has undertaken this effort.

A. What is MI, objectives, Principles
B. MI/QWL in the USPS
C. MI/QWL: A Goal & Process
D. Participative Management
F. Decision-Making
G. Benefits of MI/QWL

WHAT IS MI?

STRUCTURING COLLABORATION

INCREASING THE SYSTEM'S THINKING CAPABILITY

UNDERLYING PRINCIPLES

- BUILD BACK INTO THE WORKPLACE - PARTICIPATION
- UTILIZE THE GROUP'S RESOURCES
- REQUIRE PEOPLE TO BE DELIBERATIVE
- INCREASING INDIVIDUAL RESPONSIBILITY

RESULT

- GET BETTER QUALITY DECISIONS & INCREASED RESULTS

MI/QWL
IS
SIMPLE

- LISTEN

- ASK

- USE COMMON SENSE

- PEOPLE WHO FEEL GOOD ABOUT
  HOW THEY ARE TREATED AT
  WORK DO BETTER WORK

YET MI/QWL IS COMPLEX

BECAUSE

- PEOPLE ARE COMPLEX
- COLLABORATION REQUIRES SKILLS
- NEED TO CREATE A SUPPORTIVE ENVIRONMENT
- DEVELOP STRUCTURE & STRATEGIES TO HARNESS PEOPLE'S POSITIVE ENERGY

MI/QWL OPERATING PRINCIPLES

- MI/QWL IS A LINE RESPONSIBILITY
- DECISION-MAKING IS TO BE DELEGATED TO THE LOWEST LEVEL
- PROVIDE MAXIMUM LATITUDE FOR LOCAL IMPLEMENTATION OF POLICY
- MI/QWL IS PART OF REGULAR DUTIES

MI/QWL OBJECTIVES

1. CREATE A MORE PARTICIPATIVE MANAGEMENT ENVIRONMENT
2. FOSTER COLLABORATION
3. IMPROVE QWL FOR EVERYONE
4. INCREASE INVOLVEMENT IN THE SOLUTION OF WORKPLACE PROBLEMS
5. ENHANCE COMMUNICATION AND COOPERATION
6. IMPROVE SERVICE + BUILD A MORE EFFECTIVE USPS
7. DEVELOP IN ALL PEOPLE THE CAPACITY TO ACCEPT & MANAGE CHANGE

QUALITY OF WORK LIFE

A GOAL AND AN ON-GOING PROCESS

AS A GOAL, QUALITY OF WORK LIFE (QWL) IS THE COMMITMENT OF AN ORGANIZATION TO WORK IMPROVEMENT -- THE CREATION OF MORE INVOLVING, SATISFYING AND EFFECTIVE JOBS AND WORK ENVIRONMENTS FOR PEOPLE AT ALL LEVELS OF THE ORGANIZATION. AS A PROCESS, QWL CALLS FOR EFFORTS TO REALIZE THIS GOAL THROUGH THE ACTIVE PARTICIPATION OF PEOPLE THROUGHOUT THE ORGANIZATION.

THROUGH THEIR INVOLVEMENT PEOPLE CAN MAKE MORE MEANINGFUL CONTRIBUTIONS TO THE BUSINESS AND AT THE SAME TIME EXPERIENCE GREATER FEELINGS OF SATISFACTION, PRIDE IN ACCOMPLISHMENT, AND PERSONAL GROWTH. IMPORTANTLY, QWL BRINGS TOGETHER THE NEEDS AND DEVELOPMENT OF PEOPLE WITH THE GOALS AND DEVELOPMENT OF THE ORGANIZATION.

A QWL PROCESS ENCOURAGES A CLIMATE IN WHICH PEOPLE RESPECT ONE ANOTHER, TREAT EACH OTHER FAIRLY, AND SEEK TO SOLVE PROBLEMS COOPERATIVELY -- HELPING ONE ANOTHER AND THE ORGANIZATION GROW AND DEVELOP TOGETHER.

WHAT IS MANAGEMENT INVOLVEMENT/QUALITY OF WORK LIFE (MI/QWL)?

MI/QWL has as a basic assumption the precept that we can, need to, and want to do a better job of managing the business.

Barriers to doing this "better job" have been identified as managerial fear, organizational rigidity and constraints, finger point, excuse making, self-serving responses, protectionism and fault finding; reliance upon blaming the "system" or the universal, "they" for problems and our own unwillingness to act; continued reliance upon "shotgun solutions" and "universal or traditional" policies, programs, procedures and systems.

MI/QWL and the above barrier analysis is not meant as an indictment of U.S. Postal Service management or any individual organizational unit. It is a recognition that the above barriers. do exist to varied extents in all organizational units. MI/QWL is an alternative which offers improved results and self-satisfaction by providing:

- Better utilization of human resources.
- Better information which is more accurate, reliable & timely.
- Better communication on what we are doing and why.
- More involvement and commitment among managers in decision making.
- More consideration for the personal and professional needs for managers/supervisors.

- More decisions are made on the lowest level appropriate to the issue, problem or circumstance.
- More reliance upon describing results desired and less reliance upon the specifics of how they are to be obtained.
- More clear delegations to all managers and supervisors as t authority, responsibility, and accountability.

To provide an organizational climate reasonably free of the described barriers and characterized by practices described about is MI/QWL.

A typical managerial reaction to the above is, "I could accomplish all of this if those above me would change." We, reject this notion. It is typical of the same barriers described about which we believe prevent us from doing a better job. What is needed is for each individual manager, regardless of level, to act in such a manner to establish this managerial climate for all within that organizational unit.

This is not a "program" and not a "theory." It is a manner of doing business which insists upon putting faith in the integrity and capability of our managers and supervisors. It insists that we be willing to listen and speak in an open manner. It insists that we act out of confidence and not from fear.

WHAT DOES PARTICIPATIVE MANAGEMENT MEAN?

PEOPLE WORK AS TEAMS NOT AS ISOLATED INDIVIDUALS

- THEY HAVE TEAM GOALS
- THEY PUT TOGETHER A PLAN
- EACH ONE CARRIES OUT THEIR PART
- WHEN GOALS ARE ACHIEVED – THEY ARE RECOGNIZED AND REWARDED

MI/QWL

- DOES NOT MEAN ALL DECISIONS WILL BE MADE PARTICIPATIVELY

- DOES NOT MEAN MANAGEMENT'S AUTHORITY, RESPONSIBILITY, OR ACCOUNTABILITY IS LESSENED

- DOES NOT MEAN ALL GOALS ARE TEAM GENERATED

DECISION-MAKING IS A MULTI-PHASED PROCESS

IDENTIFY THE GOAL

DEVELOP ALTERNATIVES

EVALUATE THE ALTERNATIVES

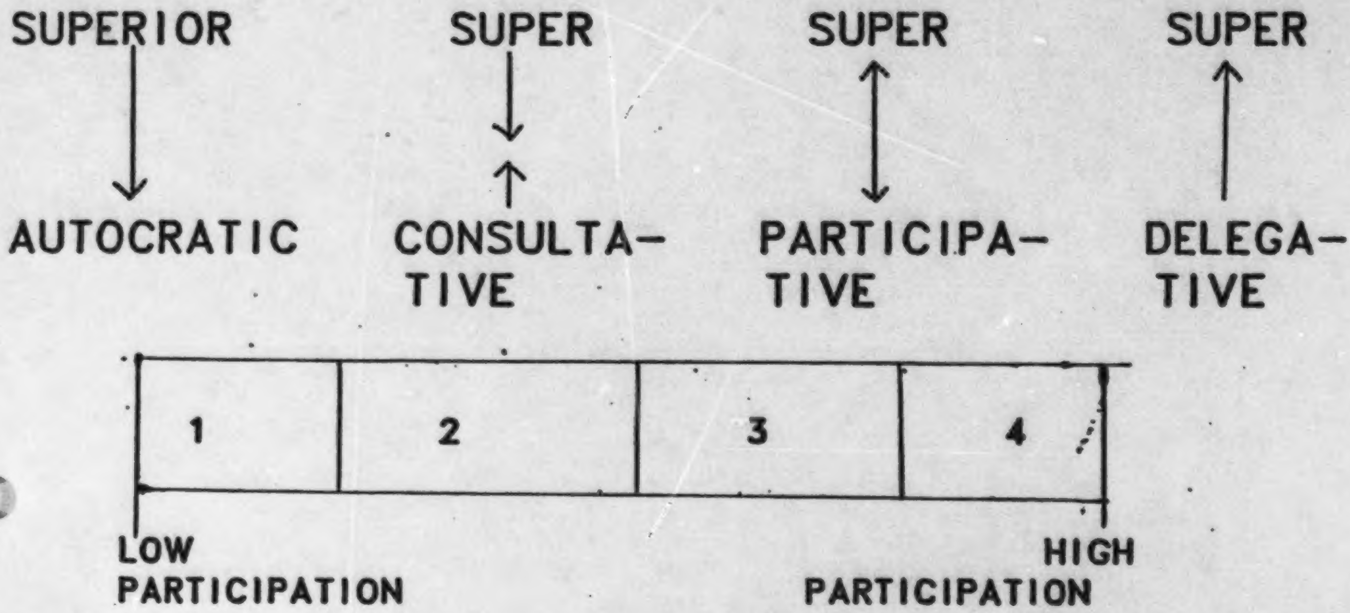
CHOOSE AN ALTERNATIVE

IMPLEMENT THE DECISION

CONTROL & EVALUATE

SITUATIONAL

DECISION MAKING APPROACHES



SUPERIOR → AUTOCRATIC

SUPER ↓ ↑ CONSULTATIVE

SUPER ↕ PARTICIPATIVE

SUPER ↑ DELEGATIVE

SAMPLE SELECTION CRITERIA

- TIME AVAILABLE VS URGENCY
- LEVEL OF MATURITY OF SUBORDINATE
- NEED FOR A HIGH QUALITY DECISION
- NEED FOR COMMITMENT TO IMPLEMENTATION

THE APPROPRIATE DECISION MAKING APPROACH WILL DEPEND ON THE TUATION. THE GOAL IS TO MOVE TOWARD CONSULTATIVE + PARTICIPATIVE MODES MORE OFTEN AS APPROPRIATE.

CONSENSUS DECISION MAKING

CONSENSUS DECISION MAKING DIFFERS FROM MORE COMMONLY USED METHODS SUCH AS AUTOCRATIC AND DEMOCRATIC.

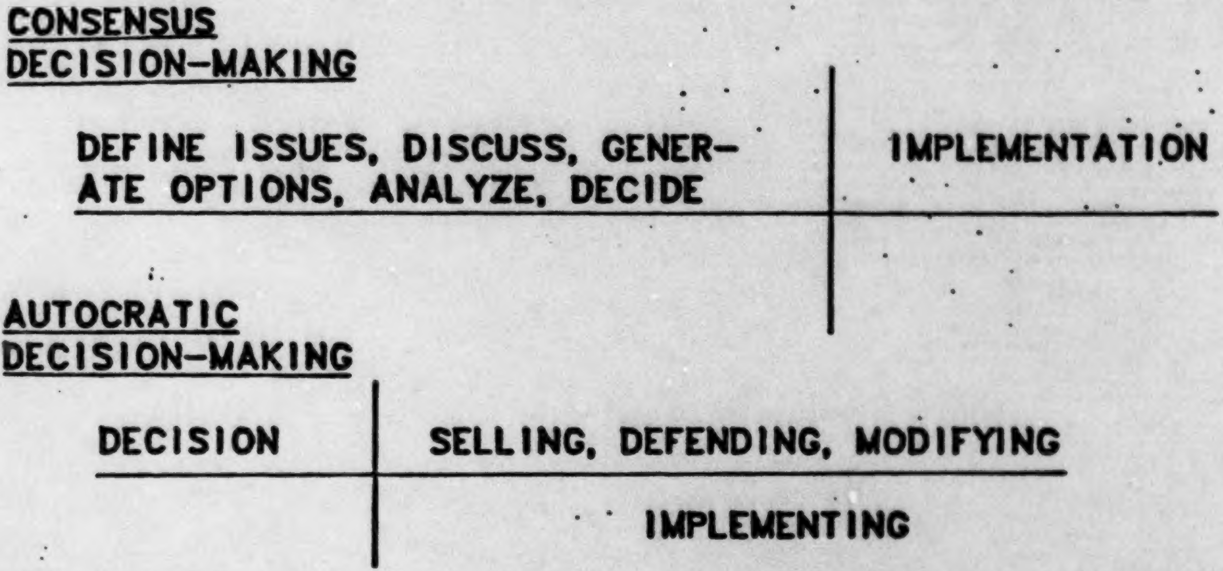
CONSENSUS DECISION MAKING IS BASED ON

- A CAREFUL DEFINING OF THE ISSUE OR PROBLEM
- IDENTIFICATION OF THE UNDERLYING ASSUMPTIONS
- PEOPLE LISTEN AND CLARIFY
- PEOPLE AFFECTED BY DECISION ARE ASKED FOR INPUT
- AVOIDING DEBATES, ARGUMENTS, OR COMPETITION
- GENERATING & EXPLORING OPTIONS BEFORE DISCUSSING SOLUTIONS

CONSENSUS DECISION MAKING

When everyone can say, "WELL, EVEN THOUGH IT MAY NOT BE EXACTLY WHAT I WANT, AT LEAST I CAN LIVE WITH THE DECISION AND SUPPORT IT", this means the group has reached consensus.

TIME LINE FOR DECISION MAKING



CONSENSUS DECISION-MAKING

DEFINE ISSUES, DISCUSS, GENERATE OPTIONS, ANALYZE, DECIDE

IMPLEMENTATION

AUTOCRATIC DECISION-MAKING

DECISION

SELLING, DEFENDING, MODIFYING

IMPLEMENTING

BENEFITS OF MI/QWL

MORE COOPERATION AT ALL LEVELS

LESS STRESS

IMPROVED SAFETY

CONFLICTS RESOLVED MORE EASILY

JOINT PROBLEM SOLVING

INCREASED RESPECT AND DIGNITY

MORE EFFECTIVE LEADERSHIP

INCREASED HUMAN RELATIONS SKILLS

BETTER COMMUNICATIONS

LESS CONFLICT

MORE SATISFACTION IN MANAGING

FEWER PROBLEMS, SOLVED EASIER

ORGANIZATIONAL EFFECTIVENESS

REDUCED COSTS

IMPROVED QUALITY OF WORK LIFE

BETTER SERVICE TO CUSTOMERS

LEADERSHIP ROLES, STYLES, § THE USE OF POWER

It is important for any manager to be aware of leadership's role in the system. Inevitably organizations face a challenge in helping create a management environment which is supportive of the MI process. This section examines leadership's role in the organization while exploring various leadership styles and their compatibility with MI. In addition, there is a link between how the leadership operates and the use of power in the organization. The leadership styles and use of power will determine how managers/supervisors feel about the workplace. Employee reactions to their leader's use of power will greatly influence how much they contribute on their own to the organization's effectiveness.

A. Definition of Leadership
B. Leadership Styles
C. Problem Attributes
D. An Integrative Leadership Model
E. MI § The Distribution of Power
F. Leadership § The Use of Power

LEADERSHIP AND THE USE OF POWER

As you begin this formal management involvement process it is important for you as leader in this organization to think about the implications of how you perform your role as a leader. Management involvement process needs to have a compatible leadership environment if it is going to be successful. In many parts of the United States Postal Service the prevailing leadership style is similar to traditional industries. The autocratic leader emerged in traditional industry over decades and maintained control by being forceful and directive. In a management involvement process the leadership styles that are most compatible are consultative and/or participative.

It is important for you to spend some time reflecting on how you as managers and supervisors will help create leadership styles which will complement rather than conflict with the MI effort.

In the MI/QWL effort for managers the leaders at our MSC who oversee the operational side of the business need to take some steps to exhibit a more consultative approach to decision-making. Subordinates in your stations or assocate offices will look to you to determine whether you are serious about the management involvement effort and will manage them in a more consultative or participative way, or whether you are simply going through the motions to set up a process because you feel you are required to by forces outside the MSC. If managers/supervisors perceive the top leadership is continuing to tell us what to do, how to do it, and what will happen to us if we don't do it, then they will become skeptical about MI.

As you can well appreciate, many people in the USPS have become astute observers, studying the difference between what "they say" and "what they do."

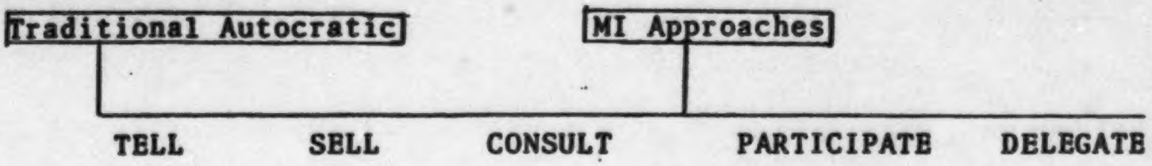
As you launch your MI effort you need to recognize how important it will be for you to visibly demonstrate a more consultative approach to decision-making.

As MI becomes a more prevalent way to interact, leaders will need to select the appropriate leadership style to match the situation they are faced with at that time. Leaders are not expected to handle all decisions in a participative fashion. If you have been given a directive or have a short time line then you may be required to use a telling style or autocratic approach on that particular issue. However, if you have an opportunity to consult people, and you don't, then managers/supervisors will become increasingly skeptical.

Let's define what leadership is and link it to the choices we make as leaders regarding the style we use to lead.

> LEADERSHIP IS AN ATTEMPT AT INTERPERSONAL INFLUENCE DIRECTED THROUGH THE COMMUNICATION PROCESS TOWARD THE ATTAINMENT OF GOAL(S). WE HAVE COME TO RECOGNIZE THAT THE LEADER'S ROLE IS TO DO AND BE THOSE THINGS WHICH WILL FACILITATE THE GROUP TO WORK EFFECTIVELY TOWARD ACCOMPLISHING THEIR PURPOSE.

Leadership in an MI effort means being consultative or participative. It does not mean management by committee. Teams or task groups do not become decision-making groups which run the Post Office. However, managers interacting with teams, task groups and individual managers or supervisors need to use a leadership style which is on the consultative or participative side of the continuum listed below.



You, as leaders, need to develop greater awareness around selecting a leadership style to match the situation. MI's success may be determined by your ability to develop more consultative leadership styles.

As you develop approaches to leadership compatible with MI, some people fear they will lose the power to manage and become less effective. Therefore, it may be useful to explore how MI will influence the way leaders exercise power.

MI AND THE USE OF POWER

Power - is the ability to influence other people's behavior toward a goal.

Power is a key ingredient in most relationships. Power is a force leaders can use to motivate people toward the accomplishment of some goal. Capable leaders use their power in skillful ways to maximize the contributions of those they lead.

It is important to distinguish between the different forms in which power can be exercised. In work settings we are quite familiar with power types referred to in the following ways:

Position Power - formal authority vested in the person by the nature of their position (hiring, firing, purchasing, etc.)

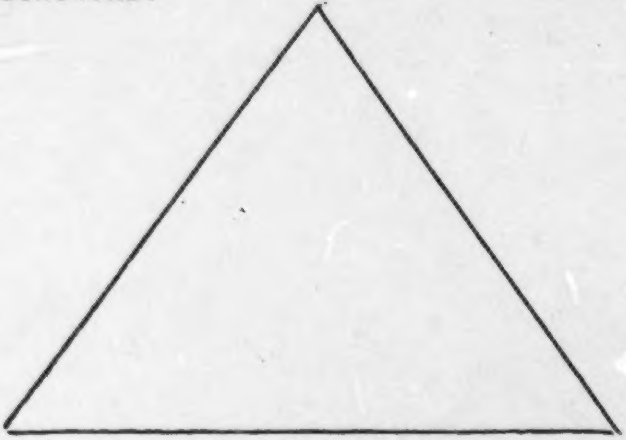
Reinforcement power - both positive reinforcement and negative reinforcement are used to motivate people. (i.e., the One Minute Manager describes the effect the skillful use of this power type has on people.)

Admiration power - some leaders are looked up to by others and these people can be quite impressive in their ability to influence others. (charismatic leaders, informal leaders, and statesmen are examples of these types of individuals.)

Information & Expertise - Information often times equates to power in organizations. Controlling facts, data, and other communications can make someone a significant force to contend with. Also, expertise is the knowledge or skill which depending on its availability becomes important.

These are the key power types relevant to our analysis of MI and the use of power. Leaders sometimes perceive that MI means giving up some position power and the individual privilege to control the flow of information. The position power that people perceive getting weakened has to do with having other individuals involved in decisions which were, heretofore, the exclusive domain of the boss. Also, information has to be shared which was solely owned by the boss in the past. These are real concerns leaders will surface regarding MI.

It is useful to examine two assumptions before we take a close look at these concerns.



First, in this traditional organization depicted as a pyramid, where is the Power located? Most people's first reaction is to respond at the top. As we think about it though, power is all throughout this organization. Position power and formal authority may be concentrated at higher levels but information, expertise, decision-making ability, and admired individuals are dispersed throughout the organization. The capability to implement or attain the goals rests within the total organization.

The second important question has to do with whether the amount of power in an organization is a certain fixed quantity or whether power is expandable. Can some people gain power without others losing an equal amount? Surely, the way power is distributed is not a zero sum game. That is, power is not as though the pie is cut into eight slices and we are discussing who gets how much. The amount of power in an organization can be expanded without someone losing it. If someone becomes admired by others and can influence their behavior, this does not mean someone else has lost power. If information is shared with employees, power can be enhanced not diminished. In certain cases power can not be shifted or redistributed without someone losing it, but MI does not require a loss of power by some in favor of others.

Managers are not giving up their position power over decision-making. Consensus gives everyone an opportunity to recommed a course of action. This provides the decision maker with an important safeguard. Consultation with other managers may improve the quality of a decision and its acceptance hence enhancing the managers, ability to carry out his/her role.

The MI process is designed to allow all management people to provide greater input into workplace decisions, and to improve both the quality of their work life and the organization's effectiveness.

Leaders are being asked to move away from a telling leadership style which relies on formal position power and negative reinforcement power bases toward a consulting leadership style which involves sharing information, empowering the workforce, and providing positive reinforcement. The pay back for doing this can be measured in results, short term as well as long term. Managers/supervisors make their own personal choices each and every day over how much effort they will expend at work. The manager/supervisor decides whether he/she will even come to work. No matter how much formal position or reinforcement power the leader has, he/she can't make the managers/supervisors come to work. These are individual discretionary decisions.

Increased commitment to the workplace provides the motivational level for increasing the individuals's discretionary effort. Discretionary effort is defined as the amount of effort managers/supervisors are willing to expend over and above the minimum needed to "get by." Managers/supervisors can greatly influence an organization's ability to attain its goals based on the amount of discretionary effort they expend at work.

A manager/supervisor who feels good about how he/she is treated at work and who feels good about his/her ability to influence decisions in the workplace, will be more committed. This increase in commitment will release greater discretionary effort which converts to increased results. This means leaders become more able to fulfill their role.

As a summary, consider the chart listed on the next page and how the leadership style is linked with the use of power and the ability to get results.

If a leader tells people what to do, it will oftentimes evoke a response which translated into "make us." This leads to compliance behaviors. It can also lead to a feeling in the workplace typified by

LEADERSHIP + POWER CHART

LEADERSHIP APPROACH		TYPICAL RESPONSE	LIKELY RESULTS
TELL-AUTOCRATIC	→	MAKE US	COMPLIANCE BEHAVIORS "YOU VS. US" ATTITUDE
CONSULTATIVE	→	INVOLVE/INPUT	IDENTIFY WITH ACTION "GO ALONG" ATTITUDE
PARTICIPATIVE	→	INVESTMENT/OWN	INTERNALIZATION OF ACTION "WE'LL DO IT" ATTITUDE

the "you against us" perspective. This interaction pattern is particularly true for certain types of employees.

If a leader uses a consultative style with managers/supervisors, they usually feel some involvement in the decisions. This involvement will help develop an understanding of the issues raised and leads to greater acceptance of the final outcome.. People with input reflected in the final decision will tend to "identify with the action" while others will tend to "go along' given they were asked for their thoughts prior to the decision.

A leader using a participative style will obtain greater involvement from managers/superivosrs and a corresponding increase in the level of investment people make in the issue. This leads to a sense of ownership on the part of managers/supervisors. Those involved in a participative decision tend to internalize the action and become more committed in the process. This leads to a "we'll get the decision implemented" attitude because "we" own it. In MI environements, it is striking to see how much energy employees will expend to achieve their goals.

Harnessing the discretionary efforts of managers/supervisors improving the quality of decisions and the quality of work life is what MI is all about.

Managers in the United States Postal Service need to become more sophisticated in selecting appropriate styles for the various decisions they face. As MI expands, leaders will need to operate in a more consultative and participative manner.
Individuals can accept some decisions that are not be made in a

participative manner, but only if they feel they are being dealt with openly and informed before hand what style will be used. The challenge is to continue to develop leaders in a manner which will provide them with the appropriate guidance to enable them to decide what style can be used in which situation.

One objective within the MI effort is to provide support for developing more flexible leadership styles while maintaining a focus on results. The USPS may need to provide people with goals but it needs to give them more opportunity to determine how best to accomplish those goals.

A manager can go after results and push people to accomplish the ends by telling them and threatening them or the manager can try to motivate the supervisors and harness their energy in ways which will make it far less burdensome for the leader. As people take on the responsibility to motivate themselves, which is something only they have the ability to do, the job as a leader becomes much, much easier. The individual alone has the motivational lever to determine whether they will expend more discretionary effort or less. Everybody learns the minimum needed to get by and then all will determine for themselves whether or not the rewards are worthy of additional efforts. No matter how much power leaders perceive they have to push people to accomplish results, they can not push the handle on the individual motivational lever which controls people's discretionary effort.

In the MI effort, it is important that leaders adapt their style and use a more situational approach to managing people. The goal is to foster a more consultative or participative philosophy in the work environment. As this change occurs in the workplace, it is anticipated that people will become more responsive to helping leaders accomplish the results. In addition, the USPS will become a healthier to work. This will lead to work environments where individuals look at how they can contribute the most to accomplishing the USPS's goals.

LEADERSHIP

LEADERSHIP IS AN ATTEMPT AT INTERPERSONAL INFLUENCE, DIRECTED THROUGH THE COMMUNICATION PROCESS, TOWARD THE ATTAINMENT OF GOAL(S)

THE LEADER'S ROLE IS TO DO AND BE THOSE THINGS WHICH WILL FACILITATE THE GROUP TO WORK EFFECTIVELY TOGETHER TOWARD ACCOMPLISHING THEIR PURPOSES

LEADERSHIP STYLES

TELLING-AUTOCRATIC

APPROPRIATE IN TRUE, TIME CRITICAL EMERGENCIES

SELLING

SHOULD BE USED TO IMPLEMENT DIRECTIVES FROM HIGHER MANAGEMENT

CONSULTATIVE

WHEN PEOPLE ARE SKILLED, MOTIVATED AND THERE IS AN ATMOSPHERE OF TRUST AND OPEN COMMUNICATION

PARTICIPATIVE

IF DECISION BOUNDARIES ARE CLEAR/ IF THE DECISION IS MORE IMPORTANT TO GROUP THAN LEADER/ IF LEADER IS WILLING TO ACCEPT GROUP DECISION

DELEGATIVE

USED IN SITUATIONS WHERE LEADER GIVES OVER RESPONSIBILITY AND AUTHORITY WHILE RECEIVING FEEDBACK ON OUTCOMES

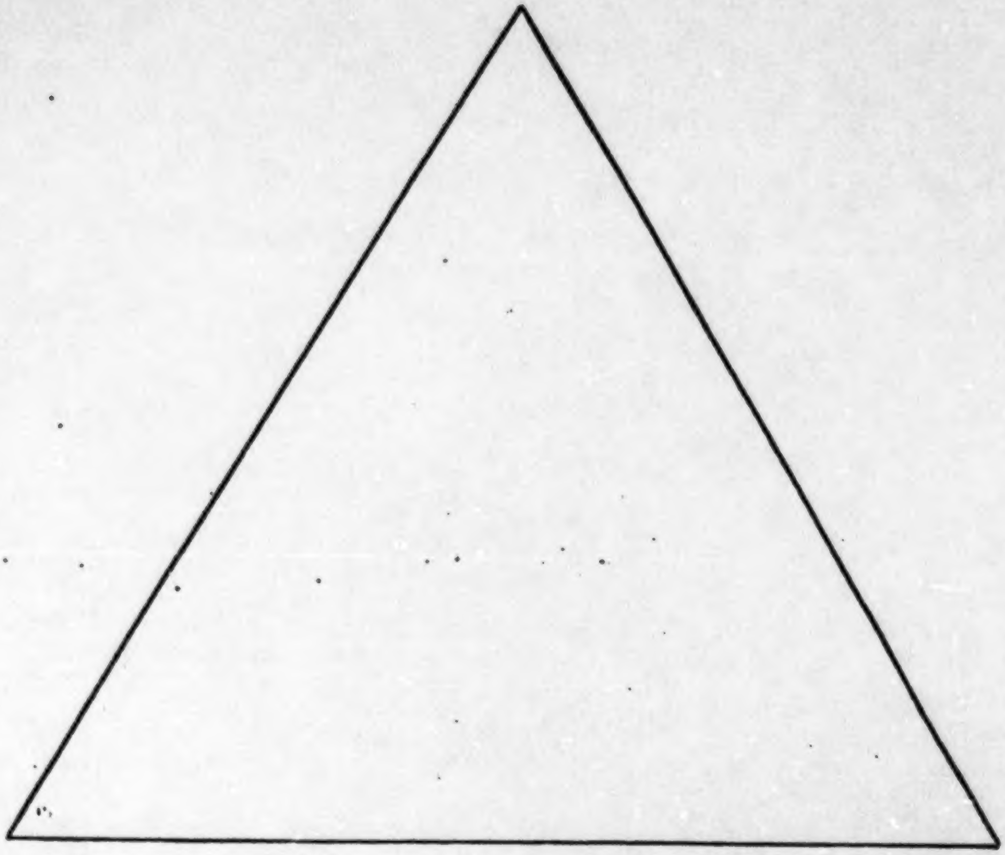
MI & THE USE OF POWER

POWER IS THE ABILITY TO INFLUENCE OTHER PEOPLE'S BEHAVIOR TOWARD A GOAL

POWER IS A KEY INGREDIENT IN MOST RELATIONSHIPS

POWER CAN BE USED IN VARIOUS WAYS

POWER CAN BE SEEN IN DIFFERENT FORMS



WHERE IS THE POWER LOCATED WITHIN THIS ORGANIZATION?

Stockworth by Sterling & Selesnick
WE'RE PART OF A BIG PYRAMID, LIBBY. JUST LIKE IN THE MILITARY.
AT THE TOP SITS OUR CHAIRMAN, "A FIVE-STAR GENERAL." THEN COMES OUR PRESIDENT, "FOUR STARS." THEN OUR VICE PRESIDENTS. THEY'RE THE "COLONELS."
WAY DOWN NEAR THE BOTTOM OF THE HEAP ARE JUNIOR EXEC'S LIKE YOU AND ME, LIBBY. WE'RE LOWLY "SECOND LIEUTENANTS."
FOR THIS I GOT AN MBA?

POWER TYPES

POSITION Power

REINFORCEMENT Power

ASSERTIVE Power

CONNECTION Power

ADMIRATION Power

INFORMATION Power

EXPERT Power

ENABLING Power

OWNERSHIP/COMMITMENT

ALL EMPLOYEES EXERT THEIR PERSONAL POWER OVER CHOICES THEY CAN MAKE REGARDING THE AMOUNT OF EFFORT THEY EXPEND AT WORK. INCREASED COMMITMENT TO THE WORKPLACE PROVIDES THE MOTIVATIONAL LEVEL FOR INCREASING THE INDIVIDUAL'S DISCRETIONARY EFFORT. DISCRETIONARY EFFORT IS THE AMOUNT OF EFFORT EMPLOYEES EXPEND OVER AND ABOVE THE MINIMUM NEEDED TO "GET BY". PEOPLE CAN USE THEIR POWER OVER THEIR OWN ACTIONS TO ADD TO OR DETRACT FROM THE ORGANIZATION'S EFFECTIVENESS. EI/QWL CREATES AN ENVIRONMENT WHERE PEOPLE ARE ENCOURAGED TO INCREASE THE EFFORT THEY EXPEND AT WORK DUE TO THEIR INCREASED INVESTMENT IN DECISIONS AND OWNERSHIP.

LISTENING

- HIT THE 'ON' SWITCH
- DISCIPLINE YOUR MENTAL PROCESSES – STAY TUNED IN
- USE YOUR EXCESS CAPACITY TO INCREASE EFFECTIVENESS
- AVOID THINKING ABOUT WHAT YOU ARE GOING TO SAY
- WAIT TO HEAR THE MESSAGE WITHOUT INTERRUPTING
- LISTEN TO HOW IT IS SAID
- SUSPEND JUDGMENT
- PARAPHRASE THE KEY THEMES & FEED THEM BACK

WHAT CAN WE DO ABOUT

DIFFERING PERCEPTIONS?

- OWN YOUR PERCEPTIONS
- LEAVE SPACE FOR OTHER TO HAVE THEIRS
- START STATEMENTS WITH "I" VS "YOU"
- MAKE IT OKAY TO SEE THINGS DIFFERENTLY
- FIND A PROCESS TO BLEND DIFFERENCES
- JUDGING OTHERS PREMATURELY BLOCKS UNDERSTANDING

PERCEPTIONS ARE REAL & NOT NECESSARILY RIGHT OR WRONG

DIFFERING PERCEPTIONS CAN CREATE A RICHNESS OF IDEAS OR INSIGHTS

FEEDBACK

IS COMMUNICATIONS GIVING BACK TO A PERSON INFORMATION AND/OR PERCEPTIONS ABOUT WHAT HAS BEEN SAID OR ABOUT HOW HIS OR HER BEHAVIOR AFFECT OTHERS.

EXAMPLES

- LISTENERS PARAPHRASE THE MESSAGE
- SHARED OBSERVATIONS ABOUT INTERPERSONAL BEHAVIORS OR GROUP DYNAMICS

PURPOSES OF FEEDBACK

- CAN BE USED TO CONFIRM THE MEANING OF THE TRANSMITTED MESSAGE
- CAN BE USED TO LEARN ABOUT HOW YOUR BEHAVIORS ARE PERCEIVED BY OTHERS

FEEDBACK GUIDELINES

1. It is DESCRIPTIVE RATHER THAN EVALUATIVE. By describing one's own reaction, it leaves persons free to use it or not to use it. By avoiding evaluative language it reduces need for individuals to react defensively.

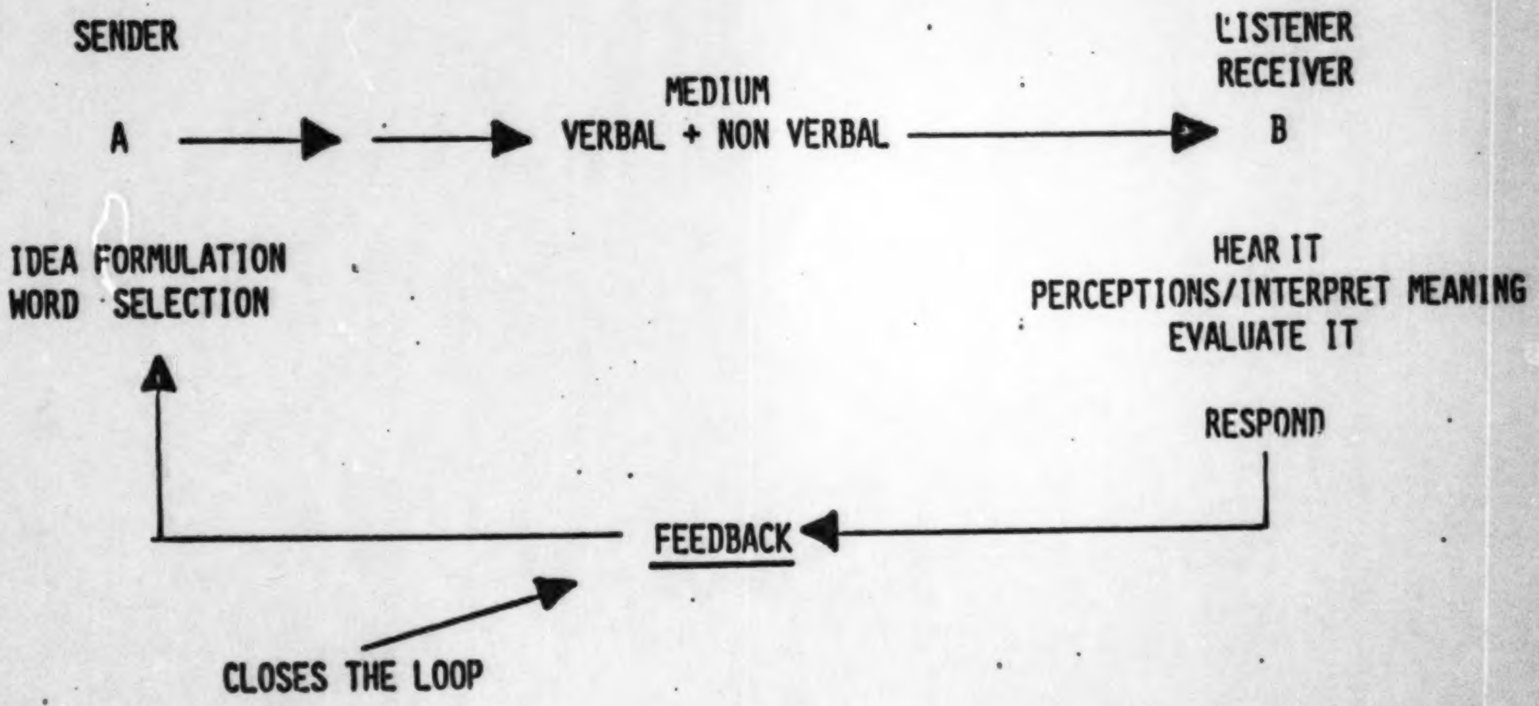
2. It is SPECIFIC RATHER THAN GENERAL. To be told you are "domineering" will not be as useful as to be told that "just now when we were deciding, you did not listen to what we said and I felt forced to accept your arguments or face attack".

3. It TAKES INTO ACCOUNT THE NEEDS OF BOTH RECEIVER AND GIVER OF FEEDBACK. Feedback can be destructive when it serves only our own needs and not those of the person receiving it. Feedback is most useful when the receiver himself/herself has asked for it.

4. IT IS WELL TIMED. In general, feedback is most useful at the earliest opportunity after the given behavior (depending of course, on the person's readiness to hear it, support available from others, etc.)

5. IT IS CHECKED and sorted out by the receiver.

COMMUNICATIONS MODEL



Effects of poor communications and what the organization can do about it.

If you listen to some employees, you soon realize that lots of organizations are experts at turning off workers.

> "When I want to talk to my boss, he always tells me to see him later. But later never comes.
>
> "Whenever I sit down in my supervisor's office, her phone starts ringing. I usually have to go back to work before I can tell her about my situation."
>
> "I wouldn't bother raising an issue or comment in the staff meeting. He doesn't want to hear from us."
>
> "When I first came to work here I suggested a couple of things which could be improved. My supervisor said he thought they were good ideas. But it was a waste of time. Nothing ever came of those ideas. Nobody even told me why. So, to hell with it! If no one else is interested, I'm not going to bother either."

It's hard to turn workers back on to their jobs after they have concluded that their organization sends messages that it doesn't care what they think. Managers -- and anyone else, for that matter -- feel demeaned when they are ignored. They soon grow indifferent, bitter, or angry. The cost of this attitude can be measured in grievances, re-work, loss of productive ideas, and a negative work climate.

Faced with such a situation, managers will often blame the problems on "poor communication." They sense that without a sufficient and appropriate exchange of information and feelings their efforts will be stymied by rumors and misunderstandings. They know that effective communications, on the other hand, build understanding, trust, and teamwork. They realize that the organization has resources with which to create a better climate, provide the skill training, and reward actions which support effective communications, and in doing so, turn workers back on. Management Involvement is one such resource. The foundation for an MI process is effective communications.

Although it is more than a communications program, a management Involvement Program can have a dramatic impact on this key element of any organization. When managers realize they have an opportunity to make suggestions and say what they think, they feel like talking. When they realize they are going to have a chance to talk, they feel like listening. Next, a Management Involvement Program trains workers in the skills needed for collaboration. This training start by focusing on the need for individuals to express themselves more clearly and to listen with open minds to one another.

Good communications skills make MI more effective. Effective Management Involvement Programs enhance communications. The spin-offs from this cycle are better work climates, and enhanced work-life for individuals, and a more effective organization.

What it takes to communicate effectively

It may seen insulting to suggest that anyone needs training in communicating. What people really need to do is raise their awareness about what it takes to be an effective communicator and then exercise the discipline needed to achieve effectiveness. After all, we've been listening and talking for a long time. But sometimes the results have been disappointing. From the first time in the cradle that our cry was not answered, to the classroom teacher who droned on and on, we learned early that talking and listening were not always effective or worthwhile. When something doesn't pay, we usually don't put much effort into it. It is also a skill that formal education neglects, assuming that students will improve simply by maturation and as a by-product of reading books or studying history.

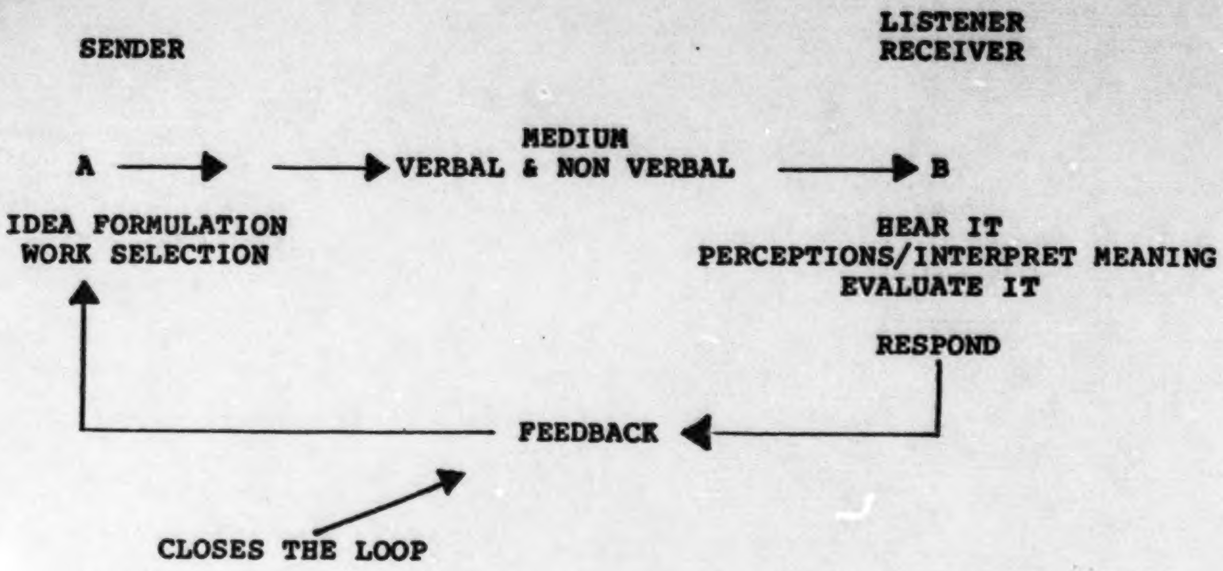
Communication skills can be improved, but not easily. First people must want to improve their skills and this motivation often depends on the answer to the question, "How will it pay off for me." If they believe improved communication skills will change their lives for the better, they may give it a try.

The motivation to give it a try is crucial because the tasks involved in communicating require concentration, and effort. To effectively communicate, we must maintain enough self-awareness to analyze what, why and how we want to communicate, and then exert enough self-control to reject our old habits in favor of new ones we have learned.

Basic Components of Effective Communications

It is possible to track the elements of a conversation or discussion. First, the speaker forms the idea and chooses words to convey that idea. He or she then "communicates" by words and by looks, body position, and voice inflection. The listener hears the message, the speaker's tone, and observes the "non-verbal" clues to its meaning. The listener interprets a meaning to what has been heard. Then the listener evaluates a meaning forming his or her own ideas and choosing words to convey it. When the listener responds, the sender hears back from the receiver, getter "feedback" on the message sent at the beginning. The process then begins again. It can be diagrammed as a loop.

COMMUNICATION LOOP



COMPONENTS OF THE COMMUNICATIONS LOOP

- THE SPEAKER FORMULATES THE IDEA
- THE SPEAKER SELECTS THE WORDS
- THE SPEAKER SENDS THE MESSAGE
- THE LISTENER RECEIVES IT
- THE LISTENER INTERPRETS THE MESSAGE
- THE LISTENER EVALUATES THE MESSAGE
- THE LISTENER RESPONDS
- THE SPEAKER RECEIVES THE RESPONSE, INTERPRETS, EVALUATES, AND FORMS AN IDEA

To convey meaning accurately and efficiently, each component in the communications process must be performed well. Each person involved has responsibilities.

The Effective Sender's Role

To effectively need a message you must care enough about what you want to say to give thought to your idea, considering what elements must be transmitted first. You must also understand your own feelings about the idea and decide what part of those feelings should be incorporated into your message. Next, paying attention to the situation and the audience, you must choose the words most likely to convey your intended meaning to your listeners. Effective senders also choose how and when they will send a message. Although, for simplicity's sake, we are using the words "talking" and "listening," we recognize that messages get sent by writing and reading too. Effective senders choose carefully whether to send a message by a phone call, in a memo, by letter, at a staff meeting, or in person. Meaning is influenced by how and when it is conveyed.

Non-verbal behavior can either support or contradict the words you use. Recognize the tone of voice and your facial and bodily expressions when you are talking. Use as few words as possible.

One reason we have trouble listening has to do with our greater capacity to think or process words versus the rate at which a speaker can present. People normally speak at the rate of 150 to 200 words per minute, but our brains can think at a rate three times as fast. We can use our excess capacity either to think about what is being said or to distract us from listening. It is critical in active listening to devote our additional mental capacity to listening so as to enhance our ability to understand the sender's message. Many people do not choose not to listen but simply let their minds wander off.

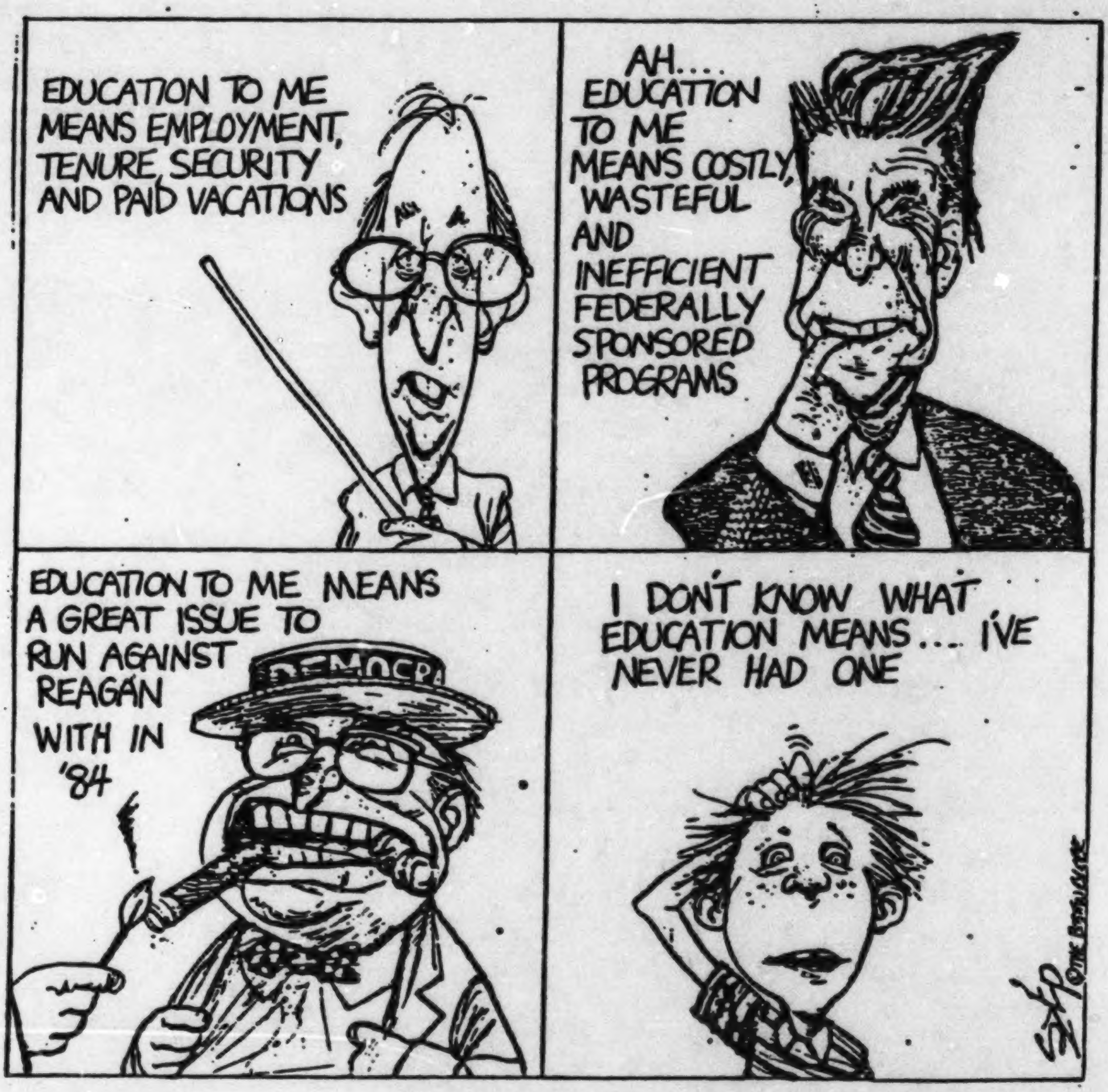
THE THORNY PROBLEM OF MISPERCEPTION

People get various meanings from the same message because different people have different perceptions that have been developed through out varied life experiences.

Let's take a couple of illustrations which show how differently people can see the same situation and then we'll examine why. Consider contrasting perceptions of a tenant and landlady negotiating a lease renewal:

Tenant's Perceptions	Landlady's Perceptions
The rent is already too high.	The rent has not been increased for a long time.
With other costs going up, I can't afford to pay more for housing.	With other costs going up, I need more rental income.
The apartment needs painting.	He has given that apartment heavy wear and tear.
I know people who pay less for a comparable apartment.	I know people who pay more for a comparable apartment.
Young people like me can't afford to pay high rents.	Young people like him tend to make noise and to be hard on an apartment.
The rent ought to be low because the neighborhood is rundown.	We landlords should raise rents in order to improve the quality of the neighborhood.
I am a desireable tenant with no dogs or cats.	His hi-fi drives me crazy.
I always pay the rent whenever she asks for it.	He never pays the rent until I ask for it.
She is cold and distant; she never asks me how things are.	I am considerate person who never intrudes on a tenant's privacy.

On a lighter note, we can observe editorial cartoonist Paul Szep depicting the various perceptions certain people have about the same topic.


EDUCATION TO ME MEANS EMPLOYMENT, TENURE, SECURITY AND PAID VACATIONS
AH.... EDUCATION TO ME MEANS COSTLY, WASTEFUL AND INEFFICIENT FEDERALLY SPONSORED PROGRAMS
EDUCATION TO ME MEANS A GREAT ISSUE TO RUN AGAINST REAGAN WITH IN '84
DEMOCRA
I DON'T KNOW WHAT EDUCATION MEANS.... I'VE NEVER HAD ONE
SZEP ©THE BOSTON GLOBE

The Listener's Responsibility

You must be active and attentive to be an effective listener. You can't daydream. You must feel a need to hear or read what is being said. You must focus your mind on the message, trying to understand the content and feeling of what is being said. You can rephrase the message out loud if it helps you better understand. This paraphrasing helps the listener and the sender check one another's perceptions, refining the meaning until it seems that you both understand it in the same way.

Being this involved in listening is unusual for most of us. Instead we are typically focused on our own thoughts and questions, or evaluating what we think of the message. In order to engage in active listening we must:

- SUSPEND JUDGEMENT FOR A WHILE.
- DISCIPLINE OUR MENTAL PROCESSES TO FOCUS ON WHAT IS BEING SAID RATHER THAN FORMULATING OUR OWN QUESTIONS, DAYDREAMING OR OTHERWISE DISTRACTING OURSELVES.
- WAIT TO HEAR THE MESSAGE WITHOUT INTERRUPTING.
- FOCUS ON WHAT IS SAID AND HOW IT IS SAID.
- PARAPHRASE THE KEY THEMES AND FEED THEM BACK.

These unique perceptions influence how something is understood. Words convey images in our minds. "Work" may evoke a sense of satisfaction to one person, disappointment to another, or the image of a paycheck to a third. "Garment" could portray a uniform to a nurse, a clothesrack to a retailer, a commission to a salesman, a sewing machine to a stitcher. If I were to scream "FIRE" at you, what would come immediately to your mind? Is there a little mechanical machine in your mind flashing up the letters: "F-I-R-E?" Typically, our minds summon up an image -- it could be flames shooting out of a factory, a warm fire in the fireplace, an individual getting fired or someone firing a gun. What each person imagines will vary, and that image will influence the interpretation of the whole message.

Why Do People Perceive Differently?

People have different perceptions because of RACE, CULTURE, RELIGION, ENVIRONMENT, EDUCATION, LIFE'S EXPERIENCES, ROLES, PERSONALITY, HEALTH, AGE ... These circumstances shape our views on the world and greatly influence how we see things. People, in many respects, are what they have become as a result of the unique journey they have taken through life.

Troubles can occur in a workplace when one person's perspective prevails and others are judged wrong for seeing a situation differently. Occasionally difficulty occurs when people perceive one meaning and don't check it out before proceeding with the action steps. The individual giving the instructions becomes irate when they discover the job wasn't done the way they thought it was explained. We experience conflicts at work and at home as we explain with despair, "those young people just don't understand!"

An important objective of the MI process is learning to see that the diversity of perspectives can create a richness of ideas, instead of a source of conflicts. Our challenge is to work with thediversity to enable all of us to gain a fuller understanding of the issues at hand. Teams', task groups' and MI's enhancement of interpersonal skills can help bridge the gaps created by our different backgrounds Bridging this gap can turn this potentially conflict-ridden set of differences into a positive development for the individuals and the organization. People feel supported when the work climate accepts that we are different and thus entitled to our own perspectives.

People's perspectives do not always need to be judged right or wrong. Instead, differing perspectives need to be recognized as a view of reality within which people attach meaning.

It is important in establishing MI task groups to help people accept that we are all different individuals and therefore, we see the world differently. Understanding another person's viewpoint does not mean agreeing with it. We simply need to understand the perspective, accept what it is, and using that understanding and acceptance, work toward resolving our conflicts. Respecting the differences and using constructive methods within the team to mesh the various ideas, will increase the group's effectiveness.

What can we do regarding differing perceptions:

- OWN YOUR OWN PERCEPTIONS

- LEAVE SPACE FOR OTHERS TO HAVE THEIR PERCEPTIONS

- START STATEMENTS WITH I VERSUS YOU

  I PERCEIVE IT TO BE ...

  VS.

  YOU DON'T UNDERSTAND...

- MAKE IT OKAY TO SEE THINGS DIFFERENTLY

- FIND A PROCESS TO BLEND DIFFERENCES

CLOSING THE COMMUNICATION LOOP

Feedback in the communications loop refers to the listener checking out the message with the sender. For example, a worker must confirm the steps in a new production process with his boss or he or she takes a risk by not checking out what they got from the instructions. Spouses provide feedback whether asked for or not on one another's habits. A manager criticizes or praises a worker's performance. These are all familiar examples of feedback.

Organizations get feedback too. A company's product sells or it doesn't. Its production line moves efficiently or it is slow. It makes money or it loses it. The workplace is a good one with few employee absence and good productivity or it is not. In all cases, the information collected enables the person or organization to better understand what is happening through the feedback.

In communication, feedback has two meanings. The first is that of the listener paraphrasing the message and checking out the meaning with the sender. The second refers to the observations people make about what they observe happening in a group or between two people. In these cases too, the information enables the participants to determine what they want to do based on this feedback. Oftentimes, this feedback focuses on interpersonal relations, group dynamics, or a person's evaluation of an event. (i.e., I find Bill to be disruptive by taking over the agenda repeatedly or this group is a hard one to figure out -- some people are listened to more than others in a manner which appears to correlate with the importance of their title or it is my perception that this workshop is a waste of time.)

These guidelines for more effective feedback.

IT DESCRIBES. IT DOES NOT JUDGE.

IT IS SPECIFIC, NOT GENERAL.

IT CONSIDERS THE PERSPECTIVE OF THE SENDER AND THE RECEIVER.

IT IS WELL TIMED.

IT ENABLES THE SENDER AND RECEIVER TO CHECK OUT THE FEEDBACK ITSELF, SORTING OUT WHAT WILL BE HELPFUL.

Communications play an extraordinary important role in our personal and work lives. There may be no more important single skill worth acquiring than effectiveness as a communicator. Certainly there are a few skills that have such broad application and benefit. Our lives outside work could improve as a spin-off of such efforts at work. Many of us could improve our relations with friends, kids, and families, if we become more effective communicators. Sometimes we listen least to those who mean the most to us.

When people in an organization listen to others and accept that we perceive the world differently, the climate of that organization becomes one in which people feel appreciated and valued for their ideas. This is what the EI process is all about.

Developing effective communications is essential to developing the thinking of our employees. People who feel valued can contribute a great deal to increased performance in the workplace. Communicating effectively, as difficult as it may seem is quite simple and rings with common sense.

Written by: Brian McDonald
President

Problem Solving

One of the main reasons why group meetings are held is to identify and/or solve problems. However, too often such a group fails to achieve success because no systematic method is used to either identify or resolve the problem.

Various problem solving approaches and a number of problem solving techniques are available to assist any group in problem solving tasks. One such approach is the 6 step model.

Among the specific techniques used to assist in problem solving are

- Brainstorming
- Nominal Group Technique

Brainstorming is a popular technique which provides everyone in a group opportunity to participate and it also fosters a great deal of creativity. This technique is done orally by groups; but if the issues or suggestions are "hot" and group members may be reluctant to openly express their feelings and thinking, brain writing is an alternative. With this technique, suggestions or issues can be written down on 3 x 5 cards which are collected by the group leader who places them on a flipchart.

The Modified NGT (Nominal Group Technique) is simply a way of voting to prioritize a list of problems. It is quick, efficient, and fair.

PROBLEM SOLVING STEPS

1. DEVELOP A PROBLEM STATEMENT

2. IDENTIFY CAUSES
   - FISHBONE CAUSES

3. COLLECT DATA ON CAUSES
   - REVIEW & DISCUSS DATA

4. DEVELOP POTENTIAL SOLUTIONS

5. DEVELOP IMPLEMENTATION PLAN
   - SELECT THE SOLUTIONs
   - REFINE THE SOLUTIONs, + ACTION STEPS
   - OBTAIN APPROVAL IF NEEDED

6. FOLLOW THROUGH
   - CARRY OUT ACTION STEPS
   - CHECK - MAKE SURE SOLUTION IS WORKING
   - AUDIT YOUR PROCESS

SIX STEPS FOR JOINT PLANNING

1. DEVELOP A GOAL STATEMENT or SENTENCE OUTLINING THE OBJECTIVE

2. LIST AND DISCUSS CONSIDERATIONS or CRITERIA WHICH WILL INFLUENCE THE GROUP'S DECISION ABOUT THE BEST WAY TO ACCOMPLISH THE GOAL

   - Are thee any overriding considerations?

   - Is there a consensus regarding criteria the group will use to apply against the various means for accomplishing the goal

3. DEVELOP DIFFERENT WAYS TO ACCOMPLISH THE GOAL

   A. IDENTIFY VARIOUS MEANS for accomplishing the goal

   B. Review the considerations and evaluate the advantages and disadvantages of each approach considering the pros and cons i.e. cost, likely impact, delays, acceptance ...

4. DEVELOP A PLAN

   A. Select one, two or more (if complementing) approaches for implementation, state your rationale

      - Do you need any further information, inputs, or approval

   B. Complete planning for the action stage

   C. Make sure all are involved who need to be

   D. Make clear assignments, who, what, by when

5. OBTAIN APPROVAL TO PROCEED IF NECESSARY

6. FOLLOW THROUGH

   A. Act
   B. Check on actions taken
   C. Check on results
   D. Document results

BRAINSTORMING

Brainstorming is a well know, widely used tool for developing participation and creativity. It encourages participants to use their imaginations. It helps elicit numerous suggestions.

There are some rules which should be followed:

1. No evaluation of any kind is allowed in a thinking-up session. If you judge and evaluate ideas as they are thought up, people tend to become more concerned with defending their ideas than with thinking up new and better ones.

2. Everyone is encouraged to offer up ideas as fast as they can be recorded. People should not censor their own ideas. All ideas should be thrown into the arena.

3. Quantity is encouraged. When a great number of ideas come pouring out in rapid succession, and evaluation is postponed, people free up imaginations. Later sifting and evaluating will pick out the high quality ideas. Quality can come later.

4. Everyone is encouraged to build upon or modify the ideas of others. Combining or modifying previously suggested ideas often leads to new ideas that are superior to those that sparked them.

5. Every idea should be recorded on large paper in front of the group.

Modified NGT

Another simpler method is often referred to as the modified version of NGT. In establishing priorities using the modified method you just limit the number of votes each participant can cast. Many workteams will limit each member to 3 or 5 votes. There is no numbering necessary. The final list using modified NGT usually resembles the following Brainstormed Problems. Prioritizing is done after discussion of criteria and spheres of influence

A.	Safety, # of accidents	1111 11
B.	Sick time use up	11
C.	Too many mis-sorts	111
D.	DCEA down	1
E.	Too much paperwork	1111 111
F.	Penalty overtime too high	11
G.	Labor management climate too tense	11
H.	Merit process deficiencies	1111
I.	Express mail service	1

This sheet portrays the modified NGT as used by a management workteam to determine the issues which were of greater concern.

GOAL: To understand what causes "bad" or ineffective meetings.

To realize the importance of effective meetings

To become aware of the factors which make for "good" meetings.

To understand the importance of the facilitators role in conducting meetings.

To appreciate when group meetings are and are not useful.

A LITTLE STORY

This is a story about people named Everybody, Somebody, Anybody and Nobody. There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

EFFECTIVE MEETINGS

This section of your resource notebook is designed to help you develop ways to improve the effectiveness of existing management groups. Many managers and supervisors complain about too many meetings and ineffective meetings. An immediate means for improving the QWL of managers and supervisors could be to improve how meetings are conducted. The power to make the necessary changes to improve meetings is within your organization.

Improving the way meetings are planned, structured, conducted, and followed up on will have an influence on people's ability to participate in the decision-making process.

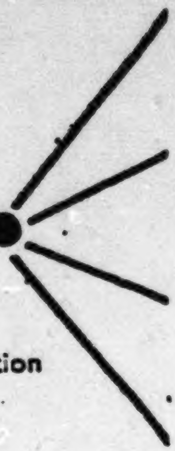
A. Meetings
   1. Results
   2. Problems
   3. Ten Keys to Better Management

B. Facilitator's Role

WHEN TO USE GROUPS

GROUPS ARE GOOD FOR:

- Generating lots of ideas
- Exchanging points of view
- Surfacing problems
- Discussing issues
- Making final decisions

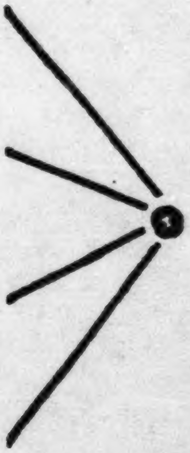


generate information

GROUPS ARE NOT GOOD FOR:

- Organizing large amounts of data
- Synthesizing lots of ideas
- Researching information
- Testing alternatives
- Writing reports

USE: Individual (or very small groups)



organize information

COMMON MEETING PROBLEMS

PROCESS

Multi-headed animal syndrome. Everybody going off in different directions at the same time.

Confusion between process and content. Are we talking about how to discuss the topic or what topic to discuss?

Personal attack. Attacking individuals rather than their ideas.

ROLES

Unclear roles and responsibilities. Who is supposed to be doing what?

Manipulation by group leader. Rubber stamp meetings and abuse of process power to achieve personal objectives.

Hidden agendas. Something is going to happen that no one is talking about.

Traffic problem. difficulty in leaping into the conversation flow and getting a chance to participate.

INFORMATION HANDLING

Data overload. Having to hold on to too many ideas in your head at one time.

Repetition and wheel spinning. Going over the same old ideas again and again.

COMMON MEETING PROBLEMS

DECISION MAKING

Win/lose approaches to decision making. Partial solutions, compromises, polarization, and low commitment.

Unresolved questions of power and authority. Do we have the power to make this decision?

ENVIRONMENT

Poor meeting environments. Can't hear, can't see, too stuffy, etc.

PREPARATION AND FOLLOW UP

Confused objectives and expectations. Why did you call the meeting and what is the group supposed to be doing?

Other common problems include:

Problem avoidance. "Everything is fine;" "There are no problems around here."

General negativity and lack of challenge. There is nothing we can do about it, so why try?

Communication problems. Not listening to or understanding what others are saying or making faulty assumptions.

Personality conflicts. Lack of openness and trust, underlying tension, racism and sexism.

AN EFFECTIVE MEETING

An effective meeting has the following characteristics:

- **Desired Outcomes**—The purpose is clear and agreed to.
- **Agenda**—A clear process/content/time agenda is prepared. The group "owns" the agenda.
- **Appropriate Meeting Type**—The type of meeting is known in advance and is clear.
- **Clear Roles**—The participants know what is expected of them.
- **Preparation**—The participants, leaders, and presentors are well prepared.
- **Supportive Environment**—The room and seating arrangement support the meeting's purpose.
- **Decision-making Power**—The power issues and decision-making procedures are explicit ahead of time.
- **Unbiased Leadership**—The leader is perceived as fair and unbiased.
- **Total Involvement**—The leader involves and fully utilizes all participants.
- **Real Issues**—The real issues are raised and dealt with honestly. Hidden agendas are legitimized and brought into the open.
- **Process Tools**—The leader uses a wide repertoire of process tools to help the group achieve its ends.
- **Heterogeneity**—The leader seeks out and respects different points of view.
- **Shared Responsibility**—The participants take responsibility for the meetings's success.
- **Evaluation**—The meeting ends with process analysis, and the meeting participants agree that the meeting was productive and a good use of their time.
- **Follow-up**—The group assigns accountability (who/what/when) and clearly establishes action items.

LADDER OF ENERGIES

OF

LEVELS OF THINKING

Another useful concept for thinking about change in ourselves and our organizations is that of Levels of Energy. As developed by John B. Bennett (see his book Energies) and elaborated on by Charles Krone the levels are as follows:

Name of Energy Level	Description/Example
Creative	The capacity to innovate.
Unitive	Total systems view.
Conscious	Awareness of our ordinary awareness, the capacity to exercise choice, the capacity to direct energy, an entity in the mind that provides order and direction in our mental processes
Sensitive	Awareness of experience, awareness of self (thoughts, feelings, sensations, etc.) and of things external (e.g., what is good to eat or harmful). Awareness enables choice within an existing situation.
Automatic	Automatic sensations and movements, self-acting, reflex actions, patterns of habit.

THINKING + BEHAVIOR

THE WAYS YOU OR I AS MANAGERS, PARENTS, OR CONSULTANTS BEHAVE WILL DETERMINE HOW MUCH THE OTHER PERSON THINKS...

1 ACTING FOR THEM

2 WHAT THEY DO

3 HELP THEM THINK UP SOLUTIONS

4 HELP THEM IMPROVE THEIR CAPACITY TO MANAGE

5 HELP THEM IMPROVE THEIR CAPACITY TO THINK

CREATIVITY

CREATIVITY BLOCKS

- FEAR OF FAILURE
- RELUCTANCE TO PLAY
- RIGIDITY, ORDERLY
- IMPOVERISHED FANTASY LIFE
- HIGHER VALUE ON SENSORY PERCEPTIONS (WHAT IS)

  VS.

  INTUITIVE PERCEPTIONS (THE POSSIBILITIES)

WAYS TO STIMULATE CREATIVITY

- DEVELOP A CREATIVE CLIMATE
- BRAINSTORM
- ANALOGIES OR ASSOCIATIONS
- PICTURING
- QUESTIONING ATTITUDE

Increasing the Thinking Capability within the USPS

I A What does the USPS system suggest that people do in regard to their thinking capability?

- The system suggests ideas be submitted in written form
- The system constrains thinking capability
- It retards their thinking
- It provides obstacles to using their though process
- People's ability to think is falsely correlated with their position level in the organization
- The system encourages people to act like robots
- The system tells people to formalize their ideas and therefore inhibits their thinking

B How might QWL/MI impact on the way the system currently seems?

- MI will open the channels of communication
- MI will change people's attitudes
- It will weaken the counterproductive norms
- Information will flow from the bottom up as well as the top down
- MI will let people know they are encouraged to think by accepting their suggestions
- MI will help provide motivation
- Group participation opportunities will provide an arena where ideas can be brought out

II How might you use some of the concepts and/or tools presented on thinking in this workshop?

- The problem solving model should help people think together
- Introducing communications skills should help
- Train people regarding concepts on thinking
- We can use behavior levels which help them arrive at their own solutions versus trying to do it for them
- Use examples from their environment

TO: (Check One)

____ Customer Service

____ Finance

____ Postmasters

____ Mail Processing

____ E & L R

These are the things you do as part of doing your job (or as a by product of doing your job) that makes our job more difficult to do well:

These are the things you do as part of doing your job that makes our job more easily done well:

Signed: ______________________
(Functional Area)

INDIVIDUALS CHANGE WHEN

THERE IS

AWARENESS

UNDERSTANDING

ACCEPTANCE

THEN COMES

ACTION TO CHANGE

ORGANIZATIONS CHANGE

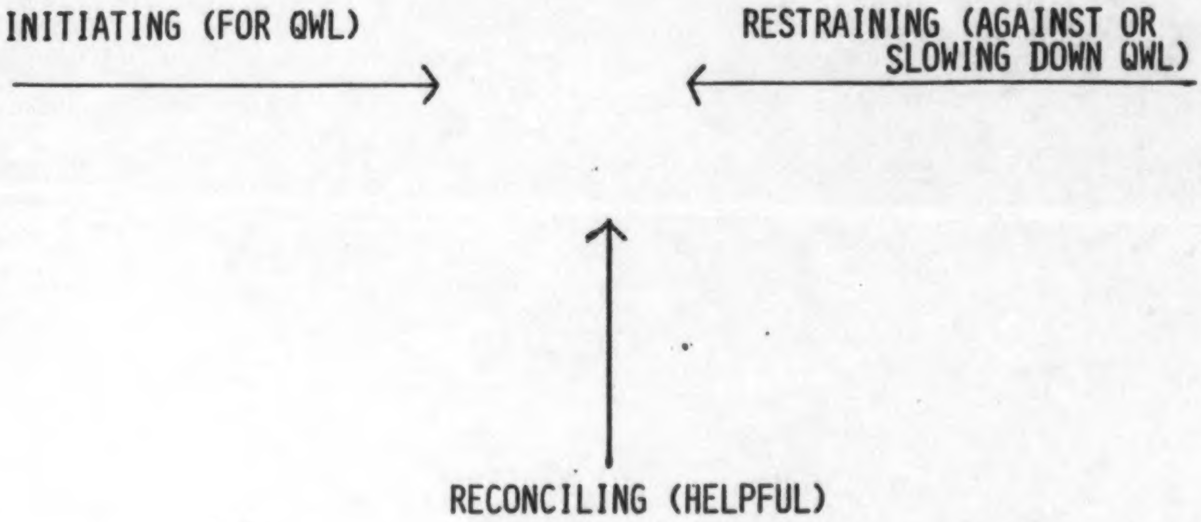
WHEN

$D \times V \times F > R$

DISSATISFACTION x VISION OF THE FUTURE x FIRST STEPS > RESISTANCE TO CHANGE

change

IN BRINGING ABOUT QWL, YOU NEED TO THINK ABOUT 3 FORCES vs JUST 2



INITIATING (FOR QWL)

RESTRAINING (AGAINST OR SLOWING DOWN QWL)

RECONCILING (HELPFUL)

IN ORDER TO BRING ABOUT QWL IN A COLLABORATIVE MANNER WE NEED TO DO THE FOLLOWING;

- STEP BACK FROM THE DAY TO DAY
- TAKE INTO CONSIDERATION ALL PERCEPTIONS, ALL IDEAS, LOOK THROUGH DIFFERENT PEOPLE'S EYES
- ESTABLISH GOALS & PRINCIPLES
- DEVELOP A SHARED VISION

END RESULT - WIN WIN

MANAGEMENT QWL STRATEGIES

REDESIGN THE EXISTING SYSTEMS

"HOW MY BOSS TREATS ME"

- ONE ON ONE RELATIONSHIPS

IMPROVE HOW EXISTING GROUPS FUNCTION

- USE QWL TOOLS & TECHNIQUES

SET UP COLLABORATIVE STRUCTURES WHERE NEEDED

STRATEGIES FOR IMPLEMENTING QWL

There are a variety of ways an organization can implement an MI/QWL process for managers. The potential strategies need to be considered and can be used within a system to complement one another.

Designing Internal Systems for Compatibility with MI/QWL

It is important to examine your present systems, procedures, and practices to determine whether they are built on the principles underlying QWL. If they are counter to QWL principles then the responsible people need to set in motion a redesign process.

An example to illustrate this approach could involve performance assessments. In an organization using QWL a performance assessment involves setting and auditing objectives, professional development, positive feedback about strengths as well as shortcomings, and allows for feedback to the person to whom the employee reports. This assessment is something both the superior and subordinates fill out individually and then discuss together. The assessment includes an analysis of an individual's skills with people as well as their performance. All these elements would be important to keep in mind when reviewing the USPS's approach to performance reviews. Even if an organization has a compatible performance appraisal system in place it would take a manager with some interpersonal skills to conduct it in accord with the QWL approach.

If the present approach to performance assessment was typified by one way communication from the superior to the subordinate or some other element was missing then a redesign effort would be necessary.

The Region uses various means through which communications are transmitted. If all of the ways involved only one way communication then a redesign effort would be needed. If policy, procedures, or new initiatives are drawn up without the input of those affected by the decisions then a redesign effort may be needed. If decisions are made at levels above where it is either necessary or where it is going to be implemented a redesign effort may be necessary.

The internal systems may need to be redesigned to make them more in line with a management environment fostering QWL.

Improving the Effectiveness of Existing Groups

There are numerous staff meetings, departmental task forces, review committees and other groups which are already in existence within the Western Region. These groups may not use the process tools and techniques which would allow them to build in participation, use the groups' resources, require the groups to be deliberative, and hence, increase the quality of thinking of the groups. In addition, some staff meetings are simply one way communication sessions. In other situations the manager may have created an intimidating climate and as a result people do not suggest their ideas or even dare to speak up.

These existing groups need improvement. The QWL principles, tools, and techniques could assist groups which want to enhance their own effectiveness. Creating change in these groups would have enormous impact on the climate and quality of output of these groups.

One to One Participative Management/Improving the Work Climate

Individuals care a great deal about how their boss treats them. Managers would like to be consulted on decisions that affect them. These points suggest that a manager's one on one relationship with his or her superior is critical to the person's Quality of Work Life. Increasing the interpersonal skills and importance of managing the person's direct reports in a participative mode are critical to an increased QWL for managers.

Developing Collaboration

It may be important to assess where a need for collaboration exists but there is no structure to support it. If there is interdependence and competition or conflict exists, it may be desirable to take some steps to develop collaboration. This is being done in many MSCs to improve communication and cooperation between functional areas.

Teams are another vehicle for collaboration or input, could be given through a short term task force put together to develop a recommendation for a specific need. Each individual strategy can be developed using a set of action steps. For example developing a task force would involve the following action steps;

1. Determine the Need and Group's Membership
    - Survey where competition existed and it was necessary to obtain collaboration

      OR

    - Determine what policy or practice needed a new approach and determine what the composition of the group that would draft a recommended approach would look like (select an area that wanted to participate)

2. Provide the group with a charter and boundaries.
3. Provide the group with the opportunity to develop the skills and practices necessary for collaboration.
4. Have the group structured to provide for a facilitator rather than a chairman.
5. Give the group a reasonable timeline, input from those with an investment in the outcome, resource assistance, and support.

There are many different strategies for developing increased management involvement. It is important to be thinking about the needs within the MSC as the basis for selecting among the various approaches. Many MSCs will use more than one strategy which will accelerate MI's evolution.

Rethinking Conflict

Conflict be it interpersonal, organizational, or international, is a fact of every human being's social interaction. Any realistic assessment of what one person will encounter in coping with the different components of society includes some notion of conflict. It is the source of all wars, the reality of organizational functioning, and the reason that many marriages end in divorce. Clearly, it is a major provision in our contract with life. However, the many experiences we have with conflicting situations do not seem to improve our skill at dealing with conflict. Paradoxically, while conflict is a part of each of our lives, it is one of those everyday experiences that few of us approach with confidence and a vision of what we need to do. Why does this paradox exist? It exists because many of us were raised to believe that conflict is something to be avoided, an experience in failure. So it is of no surprise that we also avoid searching for rational ways to cope with conflict.

Conflict, if dealt with in a wise and rational way, can be beneficial for both parties involved in any confrontation. The purpose of this article is to discuss conflict from a positive perspective.

Conflict occurs when the expectations that person A has for person B are not met by person B. It is not a question of whether the conflict is "good or bad" or "right or wrong". It is not a question of whether one person is "right" and the other is "wrong". The crux of understanding conflict lies in the fact that each of us has different expectations which grow out of our unique life experiences. Therefore, when we interact with other people whose expectations have grown out of their own unique life experiences, conflict is inevitable.

This conflict of expectations is more and more prevalent with our heterogeneous, mobile society. When people grew up in a small town in earlier years, they tended to live out their lives in the familiar culture with people who had the same expectations of each other. Anyone who was "different" was labeled as the "town character" and not taken seriously -- or left town. In this era, people move constantly, women and minorities are in non-traditional places and television confronts us with new ideas and values. For instance, when a woman becomes a Vice President of General Motors, she is very likely to run into conflict because she is not living up to some people's expectations of how a woman "should" behave -- and other conflicts because she is not living up to other people's expectations for how a General Motors Vice President "should" act.

For another example, consider a couple recently married. The man was raised in a home where both his parents shared equally in all domestic activities. The woman was raised in a home where there was a clear differentiation of responsibilities. Their individual life experiences have led to differing expectations of which person should do which thing -- therefore, conflict is bound to occur. The point we wish to stress is that neither party is at fault and neither party is "wrong". Resolution of the conflict will come from a new definition of roles that will best meet both people's real needs.

Cultural conditioning, family life, and social contacts are unique for each of us. We all come to see the world in a different way. This is why we have such a wide range of tastes. Recognizing this fact can help free us from the negative conclusion that conflict is a signal of failure. It is actually a signal that change is needed and possible.

However, looking at conflict in a different light is only part of the answer. An awareness of the different ways in which people deal with conflict can help us to choose appropriately among the various conflict styles in the effort to creatively resolve conflict with another person.

We do not advocate the use of a particular style. Cultural conditioning and individual differences dictate the learning of a style that is often needed for peer acceptance or even survival.

Let's look at a few of the many ways in which people deal with conflict One method is avoidance. This idea has been voiced by "Peanuts" character Charlie Brown, "there is no problem so big that it can't be run away from." If you ignore a problem, it will eventually go away." Sometimes this is a very appropriate style, as in situations where "the solution is greater than the problem." For example, short-term contact, such as in a summer job, may not warrant investing a high degree of emotional energy in resolving a conflict. If, however, we are working to build a relationship, ignoring conflict and pretending it does not exist can keep a relationship from becoming real.

Another style that has been somewhat popularized and glorified by assertiveness training workshops is "leveling." In this style, one party confronts the other party openly, but tries to stress an element of caring in the approach. For example, one might confront a close friend by saying, "There are a few things you've been doing that really bother me, and because I want our friendship to last, I have to have a talk with you." The message one tries to convey here is "I'm telling you this because I really care about you." Used appropriately, it is easier to confront someone when using this style because one uses gentleness and tenderness, which hopefully take away some of the sting.

A final example is that of "agreeing." The central message is "you're right and I'm sorry." The person who uses this style may lack confidence and/or conviction. This style can also be used as a denial, and even a way of not listening to what the other person has to say. It may also be very effective in responding to a confrontation by a person who needs to get rid of a "load of steam." It is also often appropriate when we do in fact agree that we have behaved badly.

There are certainly many more ways that people deal with conflict. Our purpose in illustrating a few different styles is to 1) explain what we mean by a "style" and 2) stimulate the reader's thinking about different styles relevant to the reader's life situations.

If, when, one starts to look at conflict as differences in the expectations of both parties, how might this view be used in resolving the conflict? The author recently designed and facilitated a workshop in which conflict resolution was one of the central issues. The setting was a large urban hospital. A group of 70 nurses and non-medical administrators participated. The purpose of the workshop was to 1) taeach people skills in dealing with conflict in their real life situations; 2) help them feel more powerful; 3) help them feel that it was worthwhile to deal with conflict. We had four hours to achieve our purpose.

After introducing ourselves and explaining the purpose, we asked the participants what they wanted to get out of the workshop in order to insure that our intended purpose was responsive to their needs. Our first task was presenting our definition of conflict as previously described in this paper. We then broke the participants into groups of 6 to 8. Their task was to recall as many slogans and messages as they could, from early childhood to the present, which significantly influenced their feelings about conflict. We began this process by modeling a few common ones such as "don't rock the boat," "If you can't say something nice, don't say anything," and "an eye for an eye." This experience helped people to recognized individual differences in scripts and to gain insights into why they react differently.

We then presented some of the different styles that people use to deal with conflict. We also encourage participants to share with the large group any additional styles they judged to be important. In familiarizing the participants with alternative styles, it was our hope that they would become more aware of the importance of using a style that would be most compatible in meeting the other party's need in a conflicting situation. For example, it may be the other's need to "fight it out." This may be the way of gaining respect. For a sensitive individual with little confidence, it would probably be important to support and encourage this person in a gentle and relaxed manner. However, we stressed our assertion that not all styles are compatible with one's personality. In other words, it may help satisfy another's need by being warm and supportive, but if this style is not compatible with one's personality, another alternative would probably have to be explored.

We next asked each participant to pick out two people they didn't know well and think about a situation in which they were having a conflict which was not yet resolved. We asked that a specific situation be presented in which there was some doubt about how the conflict would be handled. One person described a particular situation. The other two people served as consultants -- listening and asking questions (not judging!) in order to help the speaker come up with his/her own answers to the questions. The consultant's role was to:

1) Help the speaker hypothesize what the real needs of the other party might be;

2) Help the speaker identify his/her own need;

3) Consider the alternative styles and look at how might they alter the outcome; and

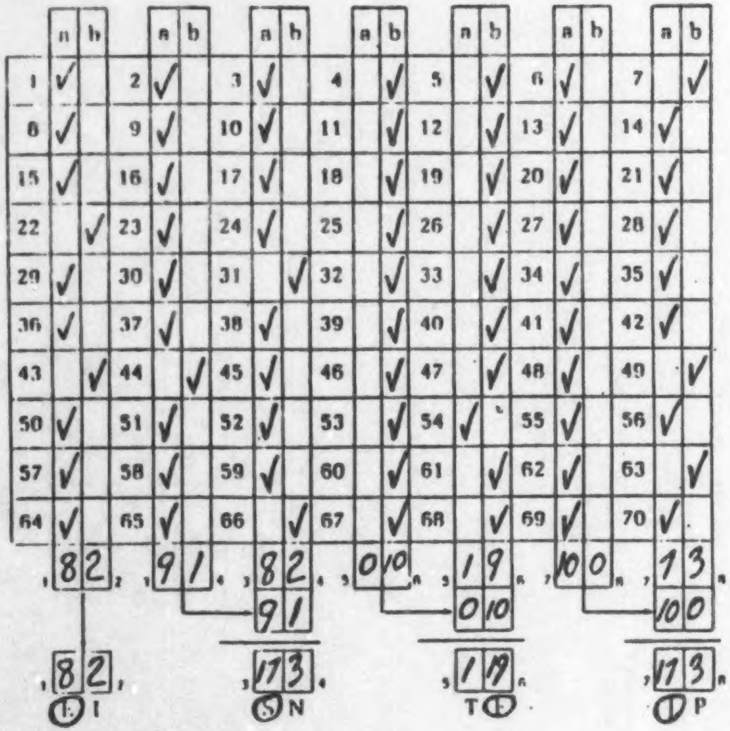
4) Help the speaker decide which style will best meet the needs of both parties.

Sufficient time was given so that each participant had a chance to be a presenter of a conflicting situation with the two other members as consultants. At the conclusion of the workshop, we asked the participants to fill out an evaulation form. The consensus indicated that just recognizing that the other party had different needs (expectations) meant that one was freer to change styles without the feeling of compromising. We believe that this "freedom to change" comes from looking at conflict as "differences in expectations," rather than seeing it as "good or bad" or as "right or wrong." That is if I come to see that we are in conflict because we are all appropriately different it makes it easier to accept our disagreements. Accepting your differences does not mean that I have become obsequious, but rather that I better understand your needs.

The outcomes of the conflict are much more likely to be good feelings to both parties -- both parties tend to find that they have come out feeling good about themselves.

The purpose of this article has been to present a perspective of conflict based on difference in expectations. The key to our model is that conflict is not viewed as undesirable or wrong but rather as inevitable. It is our hope that if this perspective is internalized, people will feel more confident and skillful in dealing with conflict. In the process, we all learn new ideas and expand our veiw of "expectability." We are enriched, rather than belittled.

3. Now you have four pairs of numbers. Circle the letter below the larger number of each pair (see answer sheet below for illustration). If the two numbers of any pair are equal, then circle neither, but put a large X below them and circle it.



	a	b		a	b		a	b		a	b		a	b		a	b		a	b
1	✓		2	✓		3	✓		4		✓	5		✓	6	✓		7		✓
8	✓		9	✓		10	✓		11		✓	12		✓	13	✓		14	✓	
15	✓		16	✓		17	✓		18		✓	19		✓	20	✓		21	✓	
22		✓	23	✓		24	✓		25		✓	26		✓	27	✓		28	✓	
29	✓		30	✓		31		✓	32		✓	33		✓	34	✓		35	✓	
36	✓		37	✓		38	✓		39		✓	40		✓	41	✓		42	✓	
43		✓	44		✓	45	✓		46		✓	47		✓	48	✓		49		✓
50	✓		51	✓		52	✓		53		✓	54	✓		55	✓		56	✓	
57	✓		58	✓		59	✓		60		✓	61		✓	62	✓		63		✓
64	✓		65	✓		66		✓	67		✓	68		✓	69	✓		70	✓	
1	8	2 2	3	9	1 4	3	8	2 4	5	0	10 6	5	1	9 6	7	10	0 8	7	1	3 8
							9	1					0	10					10	0

1 8 2 2 — [✓ E] I

3 17 3 4 — [✓ S] N

5 1 19 6 — T [✓ F]

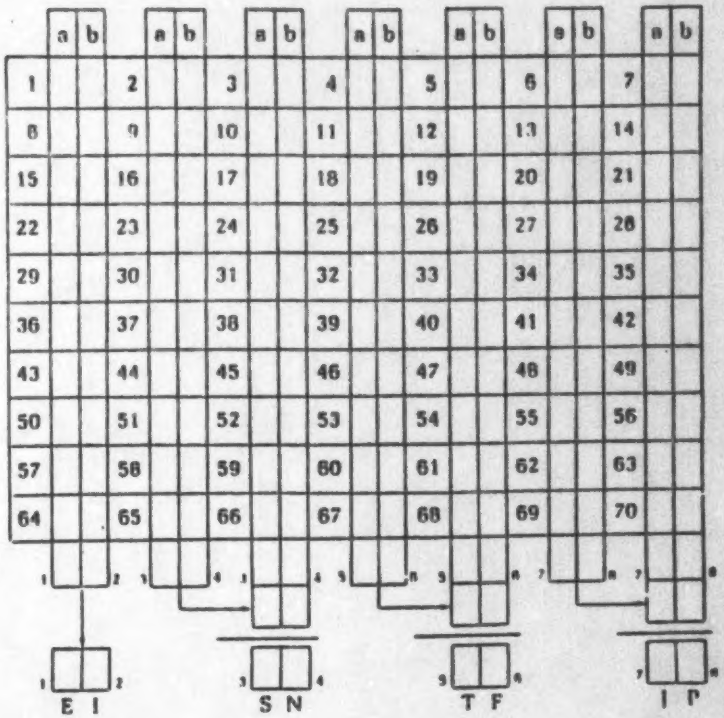
7 17 3 8 — [✓ J] P

You have now identified your "type." It should be one of the following:

INFP	ISFP	INTP	ISTP
ENFP	ESFP	ENTP	ESTP
INFJ	ISFJ	INTJ	ISTJ
ENFJ	ESFJ	ENTJ	ESTJ

Answer Sheet

Enter a check for each answer in the column for a or b



	a	b		a	b		a	b		a	b		a	b		a	b		a	b
1			2			3			4			5			6			7		
8			9			10			11			12			13			14		
15			16			17			18			19			20			21		
22			23			24			25			26			27			28		
29			30			31			32			33			34			35		
36			37			38			39			40			41			42		
43			44			45			46			47			48			49		
50			51			52			53			54			55			56		
57			58			59			60			61			62			63		
64			65			66			67			68			69			70		
1		2	3		4	3		4	5		6	5		6	7		8	7		8

1 2 — E I

3 4 — S N

5 6 — T F

7 8 — J P

Directions for Scoring

1. Add down so that the total number of "a" answers is written in the box at the bottom of each column (see next page for illustration). Do the same for the "b" answers you have checked. Each of the 14 boxes should have a number in it.

2. Transfer the number in box No. 1 of the answer sheet to box No. 1 below the answer sheet. Do this for box No. 2 as well. Note, however, that you have two numbers for boxes 3 through 8. Bring down the first number for each box beneath the second, as indicated by the arrows. Now add all the pairs of numbers and enter the total in the boxes below the answer sheet, so each box has only one number.

Excerpts from Please Understand Me by Keirsey and Bates

The Keirsey Temperament Sorter

1. At a party do you
   a) interact with many, including strangers
   b) interact with a few known to you

2. Are you more
   a) realistic than speculative
   b) speculative than realistic

3. Is it worse to
   a) have your "head in the clouds"
   b) be "in a rut"

4. Are you more impressed by
   a) principles b) emotions

5. Are you more drawn toward the
   a) convincing b) touching

6. Do you prefer to work
   a) to deadlines b)just "whenever"

7. Do you tend to choose
   a) rather carefully
   b) somewhat impulsively

8. At parties do you
   a) stay late, with increasing energy
   b) leave early, with decreased energy

9. Are you more attracted to
   a) sensible people
   b) imaginative people

10. Are you more interested in
   a) what is actual b) what is possible

11. In judging others are you more swayed by
   a) laws than circumstances
   b) circumstances than laws

12. In approaching others is your inclination to be somewhat
   a) objective b) personal

13. Are you more
   a) punctual b) leisurely

14. Does it bother you more having things
   a) incomplete b) completed

15. In your social groups do you
   a) keep abreast of other's happenings
   b) get behind on the news

16. In doing ordinary things are you more likely to do it
   a) the usual way b) your own way

17. Writers should
   a) "say what they mean & mean what they say"
   b) express things more by use of analogy

18. Which appeals to you more
   a) consistency of thought
   b) harmonious human relationships

19. Are you more comfortable in making
   a) logical judgments b) value judgments

20. Do you want things
   a) settled and decided
   b) unsettled and undecided

21. Would you say you are more
   a) serious and determined b) easy-going

22. In phoning do you
   a) rarely question that it will all be said
   b) rehearse what you'll say

23. Facts
   a) "speak for themselves"

24. [illegible]e visionaries
   [illegible]) somewhat annoying
   b) rather fascinating

25. Are you more often
   a) a cool-headed person
   b) a warm-hearted person

26. Is it worse to be
   a) unjust b)merciless

27. Should one usually let events occur
   a) by careful selection and choice
   b) randomly and by chance

28. Do you feel better about
   a) having purchased
   b) having the option to buy

29. In company do you
   a) initiate conversation
   b) wait to be approached

30. Common sense is
   a) rarely questionable
   b) frequently questionable

31. Children often do not
   a) make themselves useful enough
   b) exercise their fantasy enough

32. In making decisions do you feel more comfortable with
   a) standards b)feelings

33. Are you more
   a) firm than gentle b) gentle than firm

34. Which is more admirable:
   a) the ability to organize & be methodical
   b) the ability to adapt and make do

35. Do you put more value on the
   a) definite b)open-ended

36. Does new & non-routine interaction [illegible]n others
   a) stimulate and energize you
   b) tax your reserves

37. Are you more frequently
   a) a practical sort or person
   b) a fanciful sort of person

38. Are you more likely to
   a) see how others are useful
   b) see how others see

39. Which is more satisfying:
   a) to discuss an issue thoroughly
   b) to arrive at agreement on an issue

40. Which rules you more:
   a) your head b) your heart

41. Are you more comfortable with work that is
   a) contracted
   b) done on a casual basis

42. Do you tend to look for
   a) the orderly b) whatever turns up

43. Do you prefer
   a) many friends with brief contact
   b) a few friends with more lengthy contact

44. Do you go more by
   a) facts b)principles

45. Are you more interested in
   a) production and distribution
   b) design and research

46. Which is more of a compliment:
   a) "There is a very logical person"
   b) "There is a very sentimental person"

47. Do you value in yourself more that
you are
a) unwavering b) devoted

48. Do you more often prefer the
a) final and unalterable statement
b) tentative and preliminary statement

49. Are you more comfortable
a) after a decision b) before a decision

50. Do you
a) speak easily & at length with strangers
b) find little to say to strangers

51. Are you more likely to trust your
a) experience b) hunch

52. Do you feel
a) more practical than ingenious
b) more ingenious than practical

53. Which person is more to be complimented
a) one of clear reason
b) one of strong feeling

54. Are you inclined more to be
a) fair-minded b) sympathetic

55. Is it preferable mostly to
a) make sure things are arranged
b) just let things happen

56. In relationship should most things be
a) renegotiable
b) random and circumstantial

57. When the phone rings do you
a) hasten to get to it first
b) hope someone else will answer

58. Do you prize more in yourself
a) a strong sense of reality
b) a vivid imagination

59. Are you drawn more to
a) fundamentals b) overtones

60 Which seems the greater error:
a) to be too passionate
b) to be too objective

61. Do you see yourself as basically
a) hard-headed b) soft-headed

62. Which situation appeals to you more:
a) the structured and scheduled
b) unstructured and unscheduled

63. Are you a person that is more
a) routinized than whimsical
b) whimsical than routinized

64. Are you more inclined to be
a) easy to approach b) somewhat reserved

65. In writings do you prefer the more
a) literal b) figurative

66. Is it harder for you to
a) identify with others
b) utilize others

67. Which do you wish more for yourself:
a) clarity of reason
b) strength of compassion

68. Which is the greater fault:
a) being indiscriminate
b) being critical

69. Do you prefer the
a) planned event b) unplanned event

70. Do you tend to be more
a) deliberate than spontaneous
b) spontaneous than deliberate

Portrait of an ENFJ

ENFJs are outstanding leaders of groups, both task groups and growth groups. They have the charming characteristic of seeming to take for granted that they will be followed, never doubting that people will want to do what they suggest. And, more often than not, people do, because this type has unusual charisma. ENFJs place a high value on cooperation from others and are most willing to cooperate themselves.

Found in only about 5 percent of the general population, ENFJs place people as being of highest importance and priority. As a result, ENFJs may find themselves feeling responsible for the feelings of others to an extent which places a burden on the relationship. An ENFJ communicates caring, concern, and a willingness to become involved. Thus people turn to ENFJs for nurture and support, which an ENFJ is usually able to deliver. At times, however, these kinds of demands can overwhelm ENFJs, who find at this point that they lack the skills to dissociate. ENFJs do not seem able to turn away from these demands even when they become unreasonable. Or, if forced to let go of the burden through sheer unavailability of time or energy. ENFJs experience a guilt all out of proportion to the realities of the commitment made to the relationship.

ENFJs are especially vulnerable to idealizing interpersonal relationships, raising these relationships to a plane which seldom can sustain the realities of human nature. Because of this tendency to raise interpersonal relations to the ideal, ENFJs may unwittingly overpower their friends, who believe that they cannot possibly live up to an ENFJ's perception of them. The fact is, ENFJs are extraordinarily tolerant of others, seldom critical, and always trustworthy.

ENFJs take communication for granted and believe that they are understood and that their communications are accepted. Just as they themselves are accepting, so do they assume that others are the same. When ENFJs find that their position or beliefs were not comprehended or accepted, they are surprised, puzzled, and sometimes hurt. Fortunately, this does not happen with high frequency, as ENFJs have a remarkable fluency with language, especially in speech; they are particularly adept when communicating face-to-face as opposed to communicating in writing. They are influential, therefore, in groups, having no hesitation about speaking out, no matter how large or small the group may be.

ENFJs have an unusual ability to relate to others with empathy, taking into themselves the characteristics, emotions, and beliefs of others. This can pose a danger for ENFJs, because they can unconsciously over-identify with others and pick up their burdens as if they were their own. In the process, ENFJs may risk their own sense of identity. They have a natural ability to mimic because of this highly developed ability to empathize by introjection. They are likely to be very concerned about the problems of those close to them, but they also may get as deeply involved in the problems of those not so close and may find themselves over-extended emotionally.

ENFJ's would do well to follow their hunches, for their intuition tends to be well developed. Decisions made purely on the basis of logic may not be so sound, and checking with a person who has a strong T preference might be at times advisable for the ENFJ. In the framework of values, however, the ENFJ is on certain ground. Generally, they know what they prefer and can read other people with outstanding accuracy. Seldom is an ENFJ wrong about the motivations or intent of another, hidden or not.

ENFJs are socially adept and make excellent companions and mates. They also are deeply devoted to their children, yet tend not to be domineering to either the children or a mate. In fact, the ENFJ is so even-tempered that he or she can be victimized by a mate who might have become more and more demanding. ENFJ mates always try to please and feel personally responsible when home life does not go smoothly. They are tireless in their efforts to see that it does, providing generously from available income, time, and energy. This dedication often exists, however, side by side with an ENFJ's dream of the perfect relationship—a characteristic of all NFs, but one which is particularly strong in an ENFJ. Thus an ENFJ has that longing for the ideal that results in a vague dissatisfaction with whatever is in the way of relationships, mating as well as friendship.

This longing for the perfect carries over into the careers of ENFJs, who experience some degree of restlessness whatever their jobs. And, as with ENFPs, ENFJs have a wide range of occupations which offer success. Being verbally adept, ENFJs contribute to an unusual level when dealing with people, particularly face-to-face; the media, the ministry, and the stage and screen are populated with successful ENFJs. They make superior therapists, charismatic teachers, excellent executives, and personalized salespersons. Areas that would not permit utilization of the interactional talents of ENFJs, for example, accounting, should be advoided; otherwise, almost any people-to-people occupation where personal, sustained contact is involved capitalizes on the personality of an ENFJ.

ENFJs like to have things settled and organized. They prefer to plan both work and social engagements ahead and tend to be absolutely reliable in honoring these commitments. ENFJs are very much at home in complex situations which require the jaggling of much data. At the same time, they can handle people with charm and concern. ENFJs are usually popular wherever they are. Their ability to be comfortable either leading or following makes them easy to have around, whatever the situation. A well-developed ENFJ group leader can provide, almost endlessly, activities for groups to engage in with almost no preplanning and can find adequate roles for members of the group to play. In some, this can amount to genius which other types find hard to emulate. In this ability to organize without planning there is a certain similarity to an ESFJ, but the latter acts more as a master of ceremonies than as a leader of groups. The ESFJ is more of a recreational leader, who insures that each member has fun at a party and that the right things are expressed at social occasions, especially institutional social occasions such as weddings, funerals, parties, and the like. ENFJs, just like the ESFJs, value harmonious human relations above all else; but ENFJs are not so easily crushed by indifference as are ESFJs and are more independent of others' valuations.

Portrait of an INFJ

INFJs focus on possibilities, think in terms of values and come easily to decisions. The small number of this type (1 percent) is regrettable, since INFJs have an unusually strong drive to contribute to the welfare of others and genuinely enjoy helping their fellow men. This type has great depth of personality; they are themselves complicated, and can understand and deal with complex issues and people.

It is an INFJ who is likely to have visions of human events past, present, or future. If a person demonstrates an ability to understand psychic phenomenon better than most others, this person is apt to be an INFJ. Characteristically, INFJs have strong empathic abilities and can be aware of another's emotions or intents even before that person is conscious of these. This can take the form of feeling the distress or illnesses of others to an extent which is difficult for other types. INFJs can intuit good and evil in others, although they seldom can tell how they came to know. Subsequent events tend to bear them out, however.

INFJs are usually good students, achievers who exhibit an unostentacious creativity. They take their work seriously and enjoy academic activity. They can exhibit qualities of over perfectionism and put more into a task than perhaps is justified by the nature of the task. They generally will not be visible leaders, but will quietly exert influence behind the scenes.

INFJs are hard to get to know. They have an unusually rich inner life, but they are reserved and tend not to share their reactions except with those they trust. Because of their vulnerability through a strong facility to introject, INFJs can be hurt rather easily by others, which, perhaps, is at least one reason they tend to be private people. People who have known an INFJ for years may find sides emerging which come as a surprise. Not that INFJs are inconsistent; they are very consistent and value integrity. But they have convoluted, complex personalities which sometimes puzzle even them.

INFJs like to please others and tend to contribute their own best efforts in all situations. They prefer and enjoy agreeing with others, and find conflict disagreeable and destructive. What is known as ESP is likely found in an INFJ more than in any other types, although other types are capable of such phenomena. INFJs have vivid imaginations exercised both as memory and intuition, and this can amount to genius, resulting at times in an INFJ's being seen as mystical. This unfettered imagination often will enable this person to compose complex and often aesthetic works of art such as music, mathematical systems, poems, plays, and novels. In a sense, the INFJ is the most poetic of all the types. Just as an ENTJ cannot not lead, so must an INFJ intuit; this capability extends to people, things, and often events, taking the form of visions, episodes of foreknowledge, premonitions, auditory and visual images of things to come. INFJs can have uncanny communications with certain individuals at a distance.

INFJs often select liberal arts as a college major and opt for occupations which involve interacting with people, but on a one-to-one basis. For example, the general practitioner in medicine might be an INFJ, or the psychiatrist or psychologest. As with all NFs, the ministry holds attraction, although the INFJ must develop an extraverted role here which requires a great deal of energy. INFJs may be attracted to writing as a profession, and often they use language which contains an unusual degree of imagery. They are masters of the metaphor, and both their verbal and written communications tend to be elegant and complex. Their great talent for language usually is directed toward people, describing people and writing to communicate with people in a personalized way. INFJs who write comment often that they write with a particular person in mind; writing to a faceless, abstract audience leaves them uninspired.

INFJs make outstanding individual therapists who have the ability to get in touch with the archetypes of their patients in a way some other types do not. The INFJs are also the most vulnerable of all the types to the eruption of their own archetypal material. As therapists, INFJs may choose counseling, clinical psychology, or psychology, or psychiatry, or may choose to teach in these fields. Writing about these professions often intrigues an INFJ. Whatever their choice, they generally are successful in these fields because their great personal warmth, their enthusiasm, their insight, their depth of concentration, their originality, and their organizational skills can all be brought into play.

At work as well as socially, INFJs are highly sensitive in their handling of others and tend to work well in an organizational structure. They have a capacity for working at jobs which require solitude and concentration, but also do well when in contact with people, providing the human interaction is not superficial. INFJs enjoy problem-solving and can understand and use human systems creatively and humanistically. As employees or employers, INFJs are concerned with people's feelings and are able to provide in themselves a barometer of the feelings of individuals and groups within the organization. INFJs listen well and are willing and able to consult and cooperate with others. Once a decision is made, they work to implement it.

INFJs are generally good at public relations and themselves have good interpersonal relations. They value staff harmony and want an organization to run smoothly and pleasantly, themselves making every effort to contribute to that end. They are crushed by too much criticism and can have their feelings hurt rather easily. They respond to praise and use approval as a means of motivating others, just as they, the INFJs, are motivated by approval. If they are subject to a hostile, unfriendly working condition or to constant criticism, they tend to lose confidence, become unhappy and immobilized, and finally become physically ill.

As mates, INFJs are usually devoted to their spouses, but may not always be open to physical approaches. They tend to be physically demonstrative at times, but wish to choose when, which is when they are in the mood. This may be quite confusing to an extraverted mate. Often an INFJ's expressions of affection will be subtle, taking a humorous, unexpected turn. INFJs need and want harmony in their homes and find constant conflict, overt or covert, extremely destructive to their psyches. Their friendship circle is likely to be small, deep, and long-standing. As parents, INFJs usually are fiercely devoted. A female INFJ, particularly, is linked to her children in a way different from the other types: with almost a psychic symbiosis. This deep bond can create an overdependency that can be unhealthy for both mother and child. At the same time, INFJs tend to be good friends with their children, while firm in discipline. They usually are concerned about the comfort of a home and most especially the comfort, physical health, and emotional well-being of both mates and children.

Portrait of an ENFP

For ENFPs nothing occurs which does not have some significance, and they have an uncanny sense of the motivations of others. This gives them a talent for seeing life as an exciting drama, pregnant with possibilities for both good and evil. This type is found in only about 5 percent of the general population, but they have great influence because of their extraordinary impact on others. ENFPs strive toward the authentic, even when acting spontaneously, and this intent is usually communicated nonverbally to others, who find this characteristic attractive. ENFPs, however, find their own efforts of authenticity and spontaneity always lacking, and tend to heap coals of fire on themselves, always berating themselves for being so conscious of self.

ENFPs consider intense emotional experiences vital; when they have these, however, they are made uneasy by a sense of being there but with a part of themselves split off. They strive for congruency, but always see themselves in some danger of losing touch with their real feelings, which ENFPs possess in a wide range and variety.

ENFPs exercise a continuous scanning of the external environment, and nothing out of the ordinary is likely to escape their attention. They are keen and penetrating observers and are capable of intense concentration on another individual while aware of what is going on about them. Their attention is never passive or casual, never wandering, but always directed. At times, ENFPs find themselves interpreting events in terms of another's "hidden motive," giving special meaning to words or actions. This interpretation tends to be negative and, more often than not, inaccurately negative. In the process, an ENFP may find that he or she has introduced an unnecessary, toxic element into the relationship. While ENFPs are brilliantly perceptive, they can make serious mistakes in judgment, which works to their discomfort, These mistakes derive from their tendency to focus on data which confirm their own biases. They may be absolutely correct in their perceptions but wrong in their conclusions.

Because they tend to be hypersensitive and hyperalert, they may suffer from muscle tension. They live in readiness for emergencies; because they have this facility, they assume this is true for others. They can become bored rather quickly with both situations and people, and resist repeating experiences. They enjoy the process of creating something—an idea or a project—but are not as interested in the follow-through. They are typically enthusiastic, and this is contagious. People get caught up and entranced by an ENFP. Yet this type is marked with a fierce independence, repudiating any kind of subordination, either in themselves or in others in relation to them. They do tend to attribute more power to authority figures than is there and give over to these figures an ability to "see through" them—which also is not apt to be there. While ENFPs resist the notion of others becoming dependent or having power over them, their charisma draws followers who wish to be shown the way. ENFPs constantly find themselves surrounded by others who look toward the ENFP for wisdom inspiration, courage, leadership, and so on—an expectancy which, at times, weighs rather heavily on an ENFP.

ENFPs are characteristically optimistic and are surprised when people or events do not turn out as anticipated. Often their confidence in the innate goodness of fate and human nature is a self-fulling prophecy.

ENFPs have a remarkable latitude in career choices and succeed in many fields. As workers, they are warmly enthusiastic, high-spirited, ingenious, imaginative, and can do almost anything that interests them. They can solve most problems, particularly those dealing with people. They are charming and at ease with colleagues; others enjoy their presence. ENFPs are outstanding in getting people together, and are good at initiating meetings and conferences, although not as talented at providing for the operational details of these events. They enjoy inventing new ways of doing things, and their projects tend to become a cause, quickly becoming personalized. They are imaginative themselves, but can have difficulty picking up on ideas and projects initiated by others. They must make these ideas and projects their own if ENFPs are to lend their energy and interest. Once people or projects become routine, ENFPs are likely to lose interest; what might be is always more fascinating than what is. ENFPs make extensive use of their intuitive powers. They usually have a wide range of personal and telephone contacts, expending energy in maintaining both career and personal relationships.

ENFPs make excellent salespeople, advertising people, politicians, screen or play writers, and in general are attracted to the interpretative arts, particularly character acting. People-to-people work is essential for ENFPs, who need the feedback of interaction with others. ENFPs may find it difficult to work within the constraints of an institution, especially in following rules, regulations, and standard operating procedures. More frequently, institutional procedures and policies are targets to be challenged and bent by the will of an ENFP. Colleagues and superiors sometimes find themselves in the position of having to accommodate and salvage. At times, ENFPs demonstrate impatience with others; they may get into difficulty in an organization by siding with its detractors, who find in an ENFP a sympathetic ear and a natural rescuer. In occupational choice, ENFPs quickly become restless if the choice involves painstaking detail and follow-through over a period of time. Variety in day-to-day operations and interactions best suits the talents of ENFPs, who need quite a bit of latitude in which to exercise their adaptive ingenuity.

As mates, ENFPs tend to be charming, gentle, sympathetic, and nonconformist. They are not likely to be interested in the less inspired routines of daily maintenance and ever will be seeking new outlets for their inspirations. As parents, ENFPs are devoted although somewhat unpredictable in handling their children, shifting from a role of friend-in-need-rescuer to stern authority figure. They may not always be willing to enforce their impulsive pronouncements, but leave it to their mates to follow through. A mate of an ENFP can expect charming surprises; extravagant generosity punctuated by periods of frugality. Independent actions regarding money on the part of an ENFP's mate are not ordinarily welcomed, and the mate may find him or herself in an embarrassing situation of having to return purchases. ENFPs generally are the ones in charge of the home, and a conflict-free home is desired, almost demanded. When he or she is in charge of economic resources, the ENFP's home may contain extravagant luxuries, while necessities may be missing. They are not always interested in saving for the future and may be casual in giving consideration to such things as life insurance, savings accounts, and even a ready cash supply for mate and children.

ENFPs are characteristic in their pursuit of the novel, their strong sense of the possible, and outstanding intuitive powers. At the same time, they have warmth and fun with people and generally are unusually skilled in handling people. Their extraverted role tends to be well developed, as is their capacity for the novel and the dramatic.

Portrait of an INFP

INFPs present a calm, pleasant face to the world and are seen as reticent and even shy. Although they demonstrate a cool reserve toward others, inside they are anything but distant. They have a capacity for caring which is not always found in other types. They care deeply—indeed, passionately—about a few special persons or a cause. One word that captures this type is idealistic. At times, this characteristic leaves them feeling isolated, especially since INFPs are found in only 1 percent of the general population.

INFPs have a profound sense of honor derived from internal values. The INFP is the Prince or Princess of mythology, the King's Champion, Defender of the Faith, and guardian of the castle. Sir Galahad and Joan of Arc are male and female prototypes of an INFP. To understand INFPs their cause must be understood, for they are willing to make unusual sacrifices for someone or something believed in.

INFPs seek unity in their lives, unity of body and mind, emotions and intellect. They often have a subtle tragic motif running through their lives, but others seldom detect this inner minor key. The deep commitment of INFPs to the positive and the good causes them to be alert to the negative and the evil, which can take the form of a fascination with the profane. Thus INFPs may live a paradox, drawn toward purity and unity but looking over the shoulder toward the sullied and desecrated. When INFPs believe that they have yielded to an impure tempation, they may be given to acts of self-sacrifice in atonement. The atonement, however, is within the INFP, who does not feel compelled to make public the issue.

INFPs prefer the valuing process over the purely logical. They respond to the beautiful versus the ugly, the good versus the bad, and the moral versus the immoral. Impressions are gained in a fluid, global, diffused way. Metaphors and similes come naturally but may be strained. INFPs have a gift for interpreting symbols, as well as creating them, and thus often write in lyric fashion. They may demonstrate a tendency to take deliberate liberties with logic. Unlike the NT, they see logic as something optional. INFPs also may, at times, assume an unwarranted familiarity with a domain, because their global, impressionistic way of dealing with reality may have failed to register a sufficient number of details for mastery. INFPs may have difficulty thinking in terms of a conditional framework; they see things as either real or fancied, and are impatient with the hypothetical.

At work, INFPs are adaptable, welcome new ideas and new information, are well aware of people and their feelings, and relate well to most, albeit with some psychological distance. INFPs dislike telephone interruptions and work well alone, as well as with others. They are patient with complicated situations, but impatient with routine details. They can make errors of fact, but seldom of values. Their career choices may be toward the ministry, missionary work, college teaching, psychiatry, architecture, psychology—and away from business. They seem willing and usually are able to apply themselves scholastically to gain the necessary training for professional work, often doing better in college than in high school. They have a natural interest in scholarly activities and demonstrate, as do the other NFs, a remarkable facility for languages. Often they hear a calling to go forth into the world to help others; they seem willing to make the necessary personal sacrifices involved in responding to that call, even if it means asking others to do likewise. INFPs can make outstanding novelists and character actors, for they are able to efface their own personalities in their portrayal of a character in a way other types cannot.

As mates, INFPs have a deep commitment to their pledges. They like to live in harmony and may go to great lengths to avoid constant conflict. They are sensitive to the feelings of others and enjoy pleasing those they care for. They may find it difficult to reconcile a romantic, idealized concept of conjugal life with the realities of everyday living with another person. At times, in fact, INFPs may seem fearful of exuberant attainment, afraid that current advances may have to be paid for with later sacrifices. The devil is sure to get his due if the INFP experiences too freely of success, or beauty, or health, or wealth, or knowledge. And thus, INFPs guard against giving way to relaxing in the happiness of mating. They may have difficulty in expressing affection directly, but communicate interest and affection indirectly.

For INFPs, their home is their castle. As parents, they are fierce in protection of home and family and are devoted to the welfare of family members. They have a strong capacity for devotion, sympathy, and adaptability in their relationships, and thus are easy to live with. They are loyal to their family and, although they may dream of greener pastures, if they stray into those pastures they soon locate the nettles. The almost preconscious conviction that pleasure must be paid for with pain can cause a sense of uneasiness in the family system of an INFP, who may transmit an air of being ever-vigilant against invasion. In the routine rituals of daily living, INFPs tend to be compliant and may even prefer having decisions made on their behalf—until their value system is violated! Then INFPs dig in their heels and will not budge from ideals. Life with an INFP will go gently along for long periods, until an ideal is struck and violated. Then an INFP will resist and insist.

Portrait of an ENTJ

If one word were used to capture ENTJs style, it would be commandant. The basic driving force and need of ENTJs is to lead, and from an early age they can be observed taking over groups. This type is found in approximately 5 percent of the total population. ENTJs have a strong urge to give structure wherever they are—to harness people to distant goals. Their empirical, objective, and extraverted thinking may be highly developed; if this is the case, they use classification, generalization, summarization, adduction of evidence, and demonstration with ease. They resemble ESTJs in their tendency to establish plans for a task, enterprise, or organization, but ENTJs search more for policy and goals than for regulations and procedures. An ENTJ's introverted thinking (analysis and conservation) may be less well developed than the extraverted thinking processes, and the ENTJ leader may turn to an ENTP or INTP to provide this kind of input. ENTJs are similar to INTJs except that the former places greater trust in empirical thought than in intuition; it is the ENTJs own intuitive sense of coherence, however, that augments and supports their empirical thinking.

Although ENTJs are tolerant of established procedures, they can abandon any procedure when it can be shown to be indifferent to the goal it seemingly serves. Inefficiency is especially rejected by ENTJs, and repetition of error causes them to become impatient. For the ENTJ, there must always be a reason for doing anything, and people's feelings usually are not sufficient reason. When in charge of an organization, ENTJs more than any other type desire (and generally have the ability) to visualize where the organization is going and seem able to communicate that vision to others. They are the natural organization builders, and they cannot not lead. They find themselves in command and sometimes are mystified as to how this happened. As administrators, ENTJs organize their units into a smooth functioning system, planning in advance, keeping both short-term and long-range objectives well in mind. They seek and can see efficiency and effectiveness in personnel. They prefer decisions to be based on impersonal data, want to work from well-thought-out plans, and like to use engineered operations—and they prefer that others follow suit. ENTJs will support the policy of the organization and will expect others to do so.

ENTJs will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of work. They will be able to reduce inefficiency, ineffectiveness, and aimless confusion, being willing to dismiss employees who perpetuate such behaviors. ENTJs tend to work in organizational structures of some sort, tend to be in charge administratively, and rise to top levels of responsibility, whether in the military, business, education, or government.

ENTJs take charge of the home. When an ENTJ is present, there will be little doubt as to who is in command. Because their work is so important to them, however, they can become increasingly absent, especially if male. Male or female, ENTJs expect a great deal of their mates, who need to possess a strong personality of their own, a well-developed autonomy, many and varied interests, and a healthy self-esteem. A career wife, however, may not be appealing to an ENTJ male, who is apt to view his home and family as a part of his professional background, a resource, and adjunct to his own career development.

As a parent, an ENTJ will be thoroughly in charge, and the children will know what is expected of them—and will be expected to obey. When this does not occur, an ENTJ parent is not apt to make a scene; rather, there is more likely to be a low key, firm issuance of reprimand and a taking-for-granted of immediate obedience. While both mating and parenting are roles of importance to the ENTJ, they are to some degree preempted by the ENTJ's strong career interest. The romantic dream and the quest for the ideal mate is usually not a characteristic of this type. ENTJs generally do, however, expect a home to be attractive, well-ordered, with meals served punctually and maintenance accomplished on schedule—all these in the service of the larger goal of creating a family system where children can be reared to be productive and healthy and establishing a devoted, harmonious relationship between man and woman. An ENTJ male might expect his mate to be active in civic and community affairs, to be socially sophisticated, and as well-educated as he. The ENTJ female may find it difficult to select a mate who is not overwhelmed by her strong personality and will.

Portrait of an INTJ

INTJs are the most self-confident of all the types, having "self-power" awareness. Found in about 1 percent of the general population, the INTJs live in an introspective reality, focusing on possibilities, using thinking in the form of empirical logic, and preferring that events and people serve some positive use. Decisions come naturally to INTJs; once a decision is made, INTJs are at rest. INTJs look to the future rather than the past, and a word which captures the essence of INTJs is builder—a builder of systems and the applier of theoretical models.

To INTJs, authority based on position, rank, title, or publication has absolutely no force. This type is not likely to succumb to the magic of slogans, watchwords, or shibboleths. If an idea or position makes sense to an INTJ, it will be adopted; if it doesn't, it won't, regardless of who took the position or generated the idea. As with the INTP, authority per se does not impress the INTJ.

INTJs do, however, tend to conform to rules if they are useful, not because they believe in them, or because they make sense, but because of their unique view of reality. They are the supreme pragmatists, who see reality as something which is quite arbitrary and made up. Thus it can be used as a tool—or ignored. Reality is quite malleable and can be changed, conquered, or brought to heel. Reality is a crucible for the refining of ideas, and in this sense, INTJs are the most theoretical of all the types. Where an ESTP sees ideas as the pawn of reality, an INTJ sees reality as the pawn of ideas: No idea is too far-fetched to be entertained. INTJs are natural brain stormers, always open to new concepts and, in fact, aggressively seeking them.

INTJs manipulate the world of theory as if on a gigantic chess board, always seeking strategies and tactics that have high payoff. In their penchant for logic, the INTJs resemble the INTPs. The logic of an INTJ, however, is not confined to the expressably logical. Unlike INTPs, INTJs need only to have a vague, intuitive impression of the unexpressed logic of a system to continue surely on their way. Things need only seem logical; this is entirely sufficient. Moreover, they always have a keen eye for the consequence of the application of new ideas or positions. They can be quite ruthless in the implementation of systems, seldom counting personal cost in terms of time and energy. Theories which cannot be made to work are quickly discarded by the INTJs.

To understand INTJs, their way of dealing with reality rather than their way of dealing with ideas should be observed closely. Their conscious thought is extraverted and empirical. Hence, they are better at generalizing, classifying, summarizing, adducing evidence, proving, and demonstrating than are the INTPs. The INTJs are somewhat less at home with pure reason, that is, systemic logic, where principles are explicit. In this respect they resemble the ENTJs. The INTJs, rather than using deductive logic, use their intuition to grasp coherence.

INTJs have a drive to completion, always with an eye to long-term consequences. Ideas seem to carry their own force for INTJs, although they subject every idea to the test of usefulness. Difficulties are highly stimulating to INTJs, who love responding to a challenge that requires creativity. These personality traits lead INTJs to occupations where theoretical models can be translated into actuality. They build data and human system wherever they work if given even a slight opportunity. They can be outstanding in scientific research and also outstanding as executives who generate a plethora of implementations of ideas. Teamed with an INTP who is the architect of systems, the INTJ provides a dimension to an organization which insures that the work of the INTP does not gather dust on library shelves.

INTJs can be very single-minded at times; this can be either a weakness or a strength in their careers, for they can ignore the points of view and wishes of others. INTJs usually rise to positions of responsibility, for they work long and hard and are steady in their pursuit of goals, sparing neither time nor effort on their part or that of their colleagues and employees.

INTJs live to see systems translated into substance; an INTP, by way of contrast, is content to design the system. In both these types, however, coherence is the master. Both internal and external consistency are important, and if an INTJ finds that he or she is in a working situation where overlapping functions, duplication of effort, inefficient paper flow, and waste of human and material resources abound, the INTJ cannot rest until an effort is made to correct the situation. Cost-effectiveness is a concept which has a strong imperative for INTJs, who frequently select occupations in engineering, particularly human engineering. They also can be found in the physical sciences, in roles which require development, such as curriculum building, and, in general, any job which requires the creation and application of technology to complex areas.

Fellow workers of INTJs often feel as if the INTJ can see right through them, and often believe that the INTJ finds them wanting. This tendency of people to feel transparent in the presence of the INTJ often results in relationships which have psychological distance. Thus colleagues find the INTJ apparently unemotional and, at times, cold and dispassionate. Because of their tendency to drive others as hard as they do themselves, INTJs often seem demanding and difficult to satisfy. INTJs are high achievers in school and on the job. On the job, they take the goals of an institution seriously and continually strive to respond to these goals. They make dedicated, loyal employees whose loyalties are directed toward the system, rather than toward individuals within the system. So as the people of an institution come and go, the INTJs have little difficulty—unlike the NFs, who have their loyalties involved more with persons than offices. INTJs tend, ordinarily, to verbalize the positive and eschew comments of a negative nature; they are more interested in moving an institution forward than commiserating about mistakes of the past.

As mates, INTJs want harmony and order in the home and in relationships. They are the most independent of all the types. They will trust their intuitions about others when making choices of friends and mates, even in the face of contradictory evidence and pressures applied by others. The emotions of an INTJ are hard to read, and neither male nor female INTJ is apt to express emotional reactions. At times, both will seem cold, reserved, and unresponsive, while in fact INTJs are almost hypersensitive to signals of rejection from those for whom they care. In social situations, INTJs may also be unresponsive and may neglect to observe small rituals designed to put others at their ease. For example, INTJs may communicate that time is wasted if used for idle dialogue, and thus people receive a sense of hurry from an INTJ which is not always intended. In their interpersonal relationships, INTJs are usually better in a working situation than in recreational situations. They do not enjoy physical contact except with a chosen few.

As parents, INTJs are dedicated and single-minded in their devotion: Their children are a major focus in life. They are supportive of their children and tend to allow them to develop in directions of their own choosing. INTJs usually are firm and consistent in their discipline and rarely care to repeat directions given to children—or others. Being the most independent of all the types, they have a strong need for autonomy; indifference or criticism from people in general does not particularly bother INTJs, if they believe that they are right. They also have a strong need for privacy.

The most important preference of an INTJ is intuition, but this is seldom seen. Rather, the function of thinking is used to deal with the world and with people. INTJs are vulnerable in the emotional area and may make serious mistakes here.

Portrait of an ENTP

ENTPs wish to exercise their ingenuity in the world of people and things. Found in about five out of every hundred people, ENTPs extravert intuition; thus they deal imaginatively with social relationships as well as physical and mechanical relations. They are very alert to what is apt to occur next, and always sensitive to possibilities.

ENTPs are good at analysis, especially functional analysis, and have both a tolerance for and enjoyment of the complex. Usually enthusiastic, ENTPs are apt to express interest in everything, and thus are a source of inspiration to others, who find themselves caught up by the ENTP's enthusiasm. This type is delighted over many things and so is easy to please, often showing the effervescence of their NF counterpart, the ENFP. The ENTP is the most reluctant of all the types to do things in a particular manner just because that is the way things always have been done. They characteristically have an eye out for a better way, always on the lookout for new projects, new activities, new procedures.

ENTPs are confident in the value of their pursuits and display a charming capacity to ignore the standard, the traditional, and the authoritative. As a result of this open attitude, they often bring a fresh, new approach to their work and their lives. The ENTP is a keen judge of the pragmaties of both the social and the mechanical, and may become expert at directing relationships between means and ends.

Where the introverted NTP sees design as an end in itself, the extraverted NTP sees design as a means; the end is the invention that works, the prototype that is replicable. Ideas are valuable when and only when they make possible actions and objects. "It can't be done" is a challenge to an ENTP and elicits a reaction of "I can do it." They are not, however, the movers of mountains as are the INTJs. Rather, the faith of the ENTPs is in their ability to improvise something, and they display an unusual talent for rising to the expediency of a situation. Superficially, ENTPs resemble ESTPs in their derring-do. But the focus of the ENTP is on competency and the sense of power this gives, rather than on the feeling of freedom of action esperienced by the ESTP.

ENTPs can be fascinating conversationalists, able as they are to follow the complex verbalizations of others. They may deliberately employ debate tactics to the disadvantage of their opponents, even when the "opponents" are close associates and valued friends. ENTPs are the most able of all types to maintain a one-up position with others. They value adaptability and innovation and thus respond quickly and adeptly to another's shifting position. They may even be several jumps ahead. The ENTP, talkative and motivating, is often the life of an enterprise. The life of an enterprise. The ENTP can be an entrepreneur and cleverly makes do with whatever or whoever is at hand, counting on ingenuity to solve problems as they arise, rather than carefully generating a detailed blueprint in advance. A rough draft is all that an ENTP needs to feel confident and ready to proceed into action, counting on the ability to improvise as a situation develops. Because of this tendency to depend on ingenuity and improvisation, they may neglect very necessary preparation at times. After repeated failures in situations where improvising has met with defeat, the ENTP may develop ways of avoiding such situations as a substitute to thorough preparation.

ENTPs can succeed in a variety of occupations, as long as the job does not involve too much humdrum routine. At this point, they become restless. If a project in which they are engaged is no longer challenging, they tend to lose interest in that project and fail to follow through—often to the discomfort of colleagues.

Seldom are ENTPs conformists. ENTPs enjoy outwitting the system and use rules and regulations within the system to win the game—whatever it may be. They understand well the politics of institutions and deal with these realities very well, always aiming to understand the people within the system rather than to jedge them. ENTPs are good at innovative projects and can administer them well if dull routine is not involved. They usually are outstanding teachers, continuously devising new participative ways to make learning exciting for the students. As an employee, an ENTP may work against the system just for the joy of being one-up. For ENTPs, to be taken-in, to be manipulated by another, is humiliating; this offends their joy in being masters of the art of oneupmanship. ENTPs are the natural engineers of human relationships and human systems. Their good humor and optimistic outlook tend to be contagious, and people seek out their company.

As mates, ENTPs tend to create a lively living environment. They are gregarious, laugh easily and often, and are typically in good humor. Orderliness in the routines of daily living is not apt to inspire them; they usually solve this problem by mobilizing those around them. Tom Sawyer illustrated this talent when he solved the problem of getting his Aunt Polly's fence whitewashed. Life with ENTPs is likely to be a daring adventure; they can lead families into physical and economic dangers. ENTPs improvise to remain unaware that they do not have the necessary knowledge of the situation to ward off such dangers.

If the mate of an ENTP is not competitive, he or she is likely to find the one-up/one-down transactions somewhat wearing. If the mate is competitive, the result might be conflict. Although usually good providers of economic necessities, ENTPs at times engage in brinkmanship with their careers, placing them in jeopardy and behaving as if unaware of the consequences; they may thus offer unnecessary challenges to those who have power over their professional success. When challenges elicit negative responses from superiors, ENTPs are apt to react with delight at having an opportunity to improvise a solution to the crisis—and, more often than not, they succeed in doing so.

ENTPs are likely to have all sorts of hobbies and to be experts in unexpected areas, but they are not apt to share these hobbies with their mates or children in the sense of teaching them. In fact, ENTPs may be very inconsistent in the attention given to offspring. Usually, it is feast or famine. ENTPs have a lively circle of friends and are interested in their ideas and activities. They are usually easy-going, seldom critical or nagging. At their worst, they can show undependable, fickle characteristics and may be rather easily discouraged.

Portrait of an INTP

INTPs exhibit the greatest precision in thought and language of all the types; they tend to see distinctions and inconsistencies in thought and language instantaneously. The one word which captures the unique style of INTPs is architect—the architect of ideas and systems as well as the architect of edifices. This type is found in only 1 percent of the population and therefore is not encountered as frequently as some of the other types.

INTPs detect contradictions in statements no matter how distant in space or time the contradictory statements were produced. The intellectual scanning of INTPs has a principled quality; that is, INTPs search for whatever is relevant and pertinent to the issue at hand. Consequently, INTPs can concentrate better than any other type.

Authority derived from office, position, or wide acceptance does not impress INTPs. Only statements that are logical and coherent carry weight. External authority per se is irrelevant. Intps abhor redundancy and incoherence. Possessing a desire to understand the universe, an INTP is constantly looking for natural law. Curiosity concerning these keys to the universe is a driving force in this type.

INTPs prize intelligence in themselves and in others, but can become intellectual dilletantes as a result of their need to amass ideas, principles, or understanding of behavior. And once they know something, it is remembered. INTPs can become obsessed with analysis. Once caught up in a thought process, that thought process seems to have a will of its own for INTPs, and they persevere until the issue is comprehended in all its complexity. They can be intellectual snobs and may show impatience at times with others less endowed intellectually. This quality, INTPs find, generates hostility and defensive behaviors on the part of others, who may describe an INTP as arrogant.

For INTPs, the world exists primarily to be understood. Reality is trivial, a mere arena for proving ideas. It is essential that the universe is understood and that whatever is stated about the universe is stated correctly, with coherence and without redundancy. This is the INTP's final purpose. It matters not whether others understand or accept his or her truths.

The INTP is the logician, the mathematician, the philosopher, the scientist; any pursuit requiring architecture of ideas intrigues this type. INTPs should not, however, be asked to work out the implementation or application of their models to the real world. The INTP is the architect of a system and leaves it to others to be the builder and the applicator. Very often, therefore, the INTP's work is not credited to him or her. The builder and the applier gains fame and fortune, while the INTP's name remains obscure. Appreciation of an INTP's theoretical work frequently comes posthumously—or the work may never be removed from library shelves at all and thus lost.

INTPs tend not to be writers or to go into sales work. They are, however, often excellent teachers, particularly for advanced students, although INTPs do not always enjoy much popularity, for they can be hard taskmasters. They are not good at clerical tasks and are impatient with routine details. They prefer to work quietly, without interruption, and often alone. If an organization is to use the talents of an INTP appropriately, the INTP must be given an efficient support staff who can capture ideas as they emerge and before the INTP loses interest and turns to another idea.

INTPs take their mating relationship seriously and usually are faithful and devoted—albeit preoccupied at times. They are not likely to welcome constant social activity or disorganization in the home. In all probability, the mate of an INTP will initiate and manage the social life. If left to his or her own devices, the INTP mate will retreat into the world of books and emerge only when physical needs become imperative. INTPs are, however, willing, compliant, and easy to live with, although somewhat forgetful of appointments, anniversaries, and the rituals of daily living—unless reminded. They may have difficulty expressing their emotions verbally, and the mate of an INTP may believe that he/she is somewhat taken for granted. As a parent, the INTP is devoted; they enjoy children, and are serious about their upbringing. The home of an INTP parent is usually calm, low-key in discipline, but well run and ordered.

INTPs deal with the environment primarily through intuition, and their strongest quality, the thinking function, remains relatively hidden except in close associations. Therefore, INTPs are often misunderstood, seen as difficult to know, and seldom perceived at their true level of competency. They are inclined to be shy except when with close friends, and their reserve is difficult to penetrate. They are very adaptable until one of their principles is violated. Then INTPs are not adaptable at all! They may have difficulty in being understood by others because they tend to think in a complicated fashion and want to be precise, never redundant in their communications. Because their feeling qualities may be underdeveloped, they may be insensitive to the wants and wishes of others, often quite unaware of the existence of these wants and wishes.

Portrait of an ESTJ

ESTJs are very much in touch with the external environment. They know their community and usually are pillars of strength. The best adjective to describe ESTJs would be responsible. They represent about 13 percent of the general population.

ESTJs are outstanding at organizing orderly procedures and in detailing rules and regulations. They like to see things done correctly. They tend to be impatient with those who do not carry out procedures with sufficient attention to those details, prescribed by those with the most experience, that will get the job done right.

ESTJs are comfortable in evaluating others and tend to judge how a person is doing in terms of standard operating procedures. They may, at times, be abrupt with those who do not follow the rules correctly. ESTJs are realistic, matter-of-fact, and more curious about new devices and processes than about new principles and theories.

ESTJs generally are loyal to their institutions, work, and community and make excellent, faithful mates and parents. They see where their duty lies and are not likely to shirk the doing of that duty, even when this requires considerable sacrifice on their part. They frequently rise to positions of responsibility in their jobs, in the community, and in their religious affiliations. They very often belong to several civic clubs and support them both through steady attendance and through their spoken attitudes. ESTJs themselves are punctual and expect others to be also.

ESTJs may not always be responsive to points of view and emotions of others and may have a tendency to jump to conclusions too quickly at times. They may not always be willing to listen patiently to opposing views; they are especially vulnerable to this tendency when in positions of authority. They may need to make special effort to remain open to input from others who are dependent on them—their children, spouses, and employees.

ESTJs are so in tune with the established, time-honored institutions and ways of behaving within those institutions that they cannot understand those who might wish to abandon or radically change those institutions. They follow routines well at home and at work, tending to have a place for everything and wanting everything in its place. They are usually neat and orderly at work and at play.

They approach human relations through traditions and rituals, promoting harmony and contentment in their relationships through creating well-worked-out routines and procedures. Family traditions have meaning for ESTJs, and they willingly participate in observing these. They enjoy opportunities to see friends, former colleagues, and relatives at functions such as retirement dinners, annual picnics, Thanksgiving gatherings, and weddings. ESTJs are relatively easy to get to know; they do not tend to confuse people by sending double messages. They are dependable and consistent, and what they seem to be is what they are.

Portrait of an ISTJ

ISTJs are characterized by decisiveness in practical affairs, are the guardians of time-honored institutions, and, if only one adjective could be selected, dependable would best describe this type which represents about 6 percent of the general population. The word of ISTJs is their bond, and they experience great uneasiness by thoughts of a bankrupt nation, state, institution, or family.

Whether at home or at work, this type is rather quiet and serious. ISTJs are extraordinarily persevering and dependable. The thought of dishonoring a contract would appall a person of this type. When they give their word, they give their honor. ISTJs can be counted on to conserve the resources of the institution they serve and bring to their work a practical point of view. They perform their duties without flourish or fanfare; therefore, the dedication they bring to their work can go unnoticed and unappreciated.

ISTJ's interest in thoroughness, details, justice, practical procedures, and smooth flow of personnel and materiel leads this type to occupations where these preferences are useful. For example, ISTJs make excellent bank examiners, auditors, accountants, or tax examiners. Investments in securities are likely to interest this type, particularly investments in blue chip securities. ISTJs are not likely to take chances either with their own or others' money.

ISTJs can handle difficult, detailed figures and make sense of them. They communicate a message of reliability and stability, which often makes them excellent supervisors of, for example, a ward in a hospital, a library, or a business operation. They would be capable of handling the duties of a mortician, a legal secretary, or a law researcher. High-school teachers of business, home economics, physical education, and the physical sciences are ISTJs, as are top-ranking officers of the Women's Army Corps. Often this type seem to have ice in their veins, for people fail to see an ISTJ's vulnerability to criticism.

ISTJs are patient with their work and with procedures within an institution, although not always patient with the individual goals of people in that institution. ISTJs will see to it that resources are delivered when and where they are supposed to be; materiel will be in the right place at the right time. And ISTJs would prefer that this be the case with people, too.

As a husband or wife, the ISTJ is a pillar of strength. Just as this type honors business contracts, so do they honor the marriage contract. Loyal and faithful mates, they take responsibilities to children and mate seriously, giving lifelong commitment to these. Duty is a word the

ISTJ understands. The male ISTJ sees himself as the breadwinner of a family, although he can accept a working wife—as long as responsibilities to children are not shirked. The male ISTJ's concept of masculinity is patriarchal, and both female and male ISTJs make steady, dependable partners. The female ISTJ may abandon the frivolous for the sensible and may not always deepen her sensuality.

As parents, ISTJs are consistent in handling children, and the rules of the family are made clear. A rebellious, nonconforming child may have a difficult time, however, with an ISTJ parent—and vice versa. As a child, the ISTJ is apt to be obedient and a source of pleasure to parents and teachers.

Although ISTJs are outstandingly practical and sensible, they can marry people who are thoroughly irresponsible, with the marriage developing into a relationship more parent-to-child than adult-to-adult. The ISTJ fluctuates from being rescuer to reformer of the wayward mate. The marriage then becomes a lifelong game: On one side, there is Irresponsibility, Promise of Reform, Brief Period of Reform, and Irresponsibility again; on the ISTJ's part, the cycle is Disapproval, Rescue, Scolding, Forgiveness, Acceptance of Promise To Do Better, and on and on. This pattern often is seen when an ISTJ marries an alcoholic and enters a life of caretaking punctuated by periods of anger and rejection. Somehow, although ISTJs can accept periodic fickleness and selfishness in significant others, they do not see this kind of behavior as acceptable in themselves.

ISTJs have a distaste for and distrust of fanciness in speech, dress, or home. The ostentacious is abhored, and a neat, orderly, and functional home and work environment is preferred. Durability of furnishings are of primary concern, esthetics given slim consideration. The clothes of an ISTJ tend to be practical and durable rather than in the latest style or luxurious. "No nonsense" in both food and clothes seems characteristic of this type who tend not to be attracted by exotic foods, beverages, or places.

The male ISTJ may enjoy stag, men-only parties and use a different sort of language when only men are present. The yearly hunting or fishing trip as a male ritual is often a part of recreation for an ISTJ. More than the female, the ISTJ male is apt to be involved in community service organizations that transmit traditional values to the young, such as Boy Scouting. They understand and appreciate the contributions these groups make in preserving the national heritage. Along with the SJs, the ISTJ takes particular delight in festive occasions held in the context of rituals, for example, weedings, holiday feasts, and birthdays. At work, the ISTJ is apt to see the holiday office party as a necessary nuisance and would be likely to participate and enjoy these events.

Portrait of ISFJ

Six out of every one hundred people are ISFJs. Here the primary desire is to be of service and to minister to individual needs. ISFJs carry a sense of history, a sense of continuity with past events and relationships. Traditions and the conservation of resources are valued highly. The least hedonistic of all types, ISFJs believe work is good, play must be earned. ISFJs are willing to work long, long hours. When they undertake a task, it will be completed if at all humanly possible. Adhering to an established way of doing things and doing them well is valued and respected. The efficiency and effectiveness of an established procedure is not often questioned. Procedure is not often questioned. Procedures dictated by handbooks are law. If others violate or ignore these standard operating procedures, ISFJs are annoyed and irritated, although they may not always display this reaction. Usually, such irritation is turned inward and may be experienced as fatigue and muscle tension.

ISFJs are super-dependable and seldom are happy working in situations where rules are constantly changing. Their major need to be of service to others leads them into occupations such as nursing, teaching, secretarial work, medical practice (especially general practice), librarian work, and middle management administrative jobs. They relate well to people who need them, for example, the sick, the ignorant, students, and the "boss." Much satisfaction comes to them when they are taking care of the needs of another and they render the service gently and helpfully. When the recipient is no longer in need, the relationship may change its character, the ISFJ becoming disinterested. They enjoy assisting the downtrodden and can handle better than other types servility in others. If a situation calls for such behavior on their part, they will show "due respect." ISFJs have an extraordinary sense of responsibility and an outstanding talent for executing routines which call for repeated, sequential procedures; for example, ISFJs make extraordinary secretaries, highly efficient nurses, and dedicated teachers. Speculation and theory do not intrigue ISFJs, who would rather leave the less practical matters to others while remaining themselves practical and down-to-earth.

ISFJs tend to be devoted and loyal to a boss and tend to identify personally rather than institutionally. They expect others, including the boss, to follow procedures and are distressed and embarrassed when people do not behave as they are supposed to behave. ISFJs often seem to feel personally responsible for seeing to it that people in an institution or business carry out established rules and routines. They often are aware of status given by titles, environment, offices, and the like and can use this to advantage. They are aware of the value of material resources and abhor the squandering or misuse of these resources. To save, to put something aside against an unpredictable future, to prepare for emergencies—these are important actions.

ISFJs may experience some discomfort when placed in positions of authority over others and may tend to try to do everything themselves rather than insist that others do their jobs. As a result, ISFJs are frequently overworked.

ISFJs are devoted to mate and family and usually are excellent homemakers. The home of an ISFJ is likely to be well kept inside and out. Interior and exterior are meticulously maintained and appointed in the traditional manner. As a parent, the ISFJ expects the children to conform to the rules of society and has a feeling of personal responsibility to see to it that these rules are honored. An ISFJ is apt to find the putting on of airs as offensive and tends to prefer modest, quiet friends rather than more boisterous ones. For the ISFJ, people should behave according to their position in life, and the ISFJ may be annoyed by others who act either above or below their social or economic station.

The ISFJ female often displays a flair for making the interior of the home attractive in a time-honored style, provides attractive, nourishing meals, and maintains the environment in a neat and orderly state. To the ISFJ male and female, the home territory is important to own and to preserve.

While ISFJs are super-dependable, they may be fascinated by and attracted to the irresponsible, the lush, the glutton. Many ISFJs marry alcoholics and then proceed to conduct a rescue rejection game without end, with the rescuing phase taking the guise of an attempt to reform. Occasionally an ISFJ mother may reveal a tendency to find humor in the "waywardness" of a son, while raising her daughters to respect traditions and to do the Right Thing at the Right Time—always.

ISFJs are frequently misunderstood and undervalued. Their contributions often are taken for granted, and the ISFJ as well is too often taken for granted. This can cause an ISFJ to harbor feelings of resentment, and this bottled up emotion can gnaw inwardly, causing the ISFJ much undeserved suffering.

Portrait of an ESFJ

ESFJs, the most sociable of all types, are energized by interactions with people, tending to idealize whatever or whoever they admire. Harmony is a key to this type, which is represented in about 13 percent of the general population.

ESFJs are the great nurturers of established institutions such as the home, the school, the church, and civic groups. Wherever they go, They promote harmony and harmonious relationships. They are outstanding hosts or hostesses, able to call people by name, usually after one introduction. At a social gathering they can be observed attending to the needs of others, trying to insure that all are comfortable and involved. Social ties matter to the ESFJs, and their conversations often drift to nostalgic recounting of past memories. Traditions are developed, supported, and carefully observed by the ESFJ.

ESFJs are hurt by indifference and need to be appreciated both for themselves and for the abundance, typically in the form of services, they give to others. They are conscious of appearances and take the opinions of others regarding social standards very seriously. Values in an ESFJ may take the form of shoulds and should nots and may be freely expressed. Conscientious and orderly, ESFJs may become restless when isolated from people.

Career selection by ESFJs may lean toward service occupations. They have such outgoing personalities that they are outstanding at selling, being an invariable winner in sales contests. They are apt to have seniority in any sales group within an organization. Observation of ESFJs at work in a sales transaction will demonstrate how this type personalizes the sale: The customer is not buying the product; he or she is buying personally from the ESFJ. This same characteristic causes ESFJs to be good in teaching, preaching, supervision, administration, coaching, and, in general, people-to-people jobs. They seldom become a source of irritation to their superiors, for they respect and obey the rules and regulations, are duty- and service-oriented. They are loyal to their bosses. ESFJs are likely to be aware of and enjoy discussing events and problems in the lives of their colleagues; but when conversations turn to abstractions of philosophy or science, the ESFJ may become restive. Analysis of the complex—for example, an attempt to find an explanation of events through an analysis of principles—does not excite their interest, as it does the NTs'.

ESFJ mates have a set of values which contain clear shoulds and should nots, and they expect their family to abide by these. They are conscientious about home responsibilities, are orderly about the home, and prefer that other occupants be the same. They enjoy socializing and entertaining. ESFJs want family decisions settled efficiently and quickly and want family living routinized, scheduled, and correctly executed. They do not rebel against routine operations, are devoted to the traditional values of home and hearth, respect their marriage vows, and are the most sympathetic of all types. They tend to be dependent on their mates and may marry to insure that they have a proper place in the social strata. They enjoy the rituals connected with serving of good food and beverages, thrive on festive occasions, respect and accumulate a goodly store of material possessions. They take their role in the community seriously and are sensitive to the acknowledged, official decision-makers and identify with them. They are aware of status, and often depend on higher authority as the source of opinions and attitudes.

ESFJs wear their hearts on their sleeves and are outgoing in their emotional reactions. They need to be needed, loved, and appreciated and may spend much energy reassuring themselves that this is the case. They can become melancholy and depressed and even suicidal if they take the blame for whatever might be wrong in their institution or their personal relationships—as they are prone to do.

ESFJs usually respect and revere their parents, and as children were responsive and obedient pupils. They seem able to express the right feeling for a given situation. They are softhearted, sentimental, and usually observe with gusto and a flourish birthdays, anniversaries, and the like, making of the event a delightful, important occasion. At the same time, however, ESFJs can cause others undue tension by expressing anticipations of gloom and doom, exhibiting a bent toward the pessimistic that can be contagious. They need to control their fears that the worst is sure to happen and suppress their tendency toward crepe-hanging and anticipating disasters.

The children of an ESFJ are seen as an extension of the family, and all they do reflects on the ESFJ. If things do not go well, the ESFJ may be critical, even carping toward his or her mate and children. This type may marry alcoholics or others who are particularly needy. If a female ESFJ is married to a mate who is not a good provider, she can become nagging and brood over a comparison of her possessions and status with that of others. ESFJs, male or female, live in terms of people and things rather than in terms of ideas and principles. They enjoy the process of decision-making, particularly when focus is on the usefulness of things and people.

Portrait of an ESTP

ESTPs are men and women of action. When someone of this personality is present, things begin to happen. The lights come on, the music plays, the game begins. And a game it is for the ESTP, the outstanding entrepreneur, the international diplomat, the conciliator, and the negotiator par excellence. Approximately 13 percent of the general population are of this extraverted, sensing, thinking, perceiving type, and if only one adjective could be used to describe ESTPs resourceful would be an apt choice.

Life is never dull around ESTPs. Their attractive, friendly style has a theatrical flourish which makes even the most routine, mundane event seem exciting. ESTPs usually know the location of the best restaurants, and headwaiters are likely to call them by name. ESTPs are socially sophisticated, suave, and urbane and are master manipulators of the external environment.

ESTPs are uncanny at observing people's motivations, somehow hypersensitive to minimal nonverbal cues which other types might miss. And they are masters at using these observations to "sell" the "client." The eye of the ESTP is ever on the eye of the beholder, and all actions are directed toward this audience. Witty, clever, and fun, ESTPs seem to possess an unusual amount of empathy, when in fact this is not the case; rather, they are so acutely aware of minimal signals from others that they are usually several jumps ahead in anticipation of another's position. And ESTPs can use information gained to the ends they have in mind—apparently with nerves of steel, engaging in what seems to others to be suicidal brinksmanship. Other types may find this exhausting, but ESTPs are exhilarated by working close to the edge of disaster. ESTPs are ruthless pragmatists and often offer the ends as justification for whatever means they see as necessary—regrettable, perhaps, but necessary. Usually, however, ESTPs do not care to justify actions, but prefer instead to get on to the next action.

ESTPs are outstanding as initiators of enterprises that bring people together to negotiate. They make invaluable itinerant administrators who can pull troubled companies or institutions out of the red very quickly, and with style! They can sell an idea or project in a way no other type can, but won't follow through on the tedious administrative details of a project. This characteristic often causes ESTPs to be unappreciated for the extraordinary talents they have, for people lose sight of the idea contributed and focus on the details left undone, becoming critical of ESTPs' weaknesses rather than appreciating their strength. Few enterprises which are institutionally based use ESTPs as they should be used. When they strike out on their own, however, they do not always succeed, for their unwillingness to bother with follow-up details may cause an otherwise excellent project to fail. ESTPs need to be sure they have someone who will take care of follow-up if at all possible.

If the promotional, entrepreneural capabilities of ESTPs are used to constructive ends, an institution is fortunate for their presence. If their desire for excitement is not met constructively, however, these energies may be channeled into destructive, antisocial activities such as those of the confidence rackets—counterfeiting, bad-check artistry, safe-cracking, and swindling. A movie of the early 1970's which caught this use of the ESTP's talents was The Sting.

ESTPs live in the immediate moment and as mates lend excitement—and unpredictability—to the relationship. The ESTP mate is usually extremely attentive in public and smooth in social rituals. They carry on amusing repartee, and laughter surrounds them as they recount from their endless supply of clever jokes and stories. Charm radiates from ESTPs. Nothing is too good for their friends, although family responsibilities may, at times, be given second priority. The ESTP's mate may in time come to feel like an object—the female a chattel and the male a negotiable commodity. Deep commitments do not always occur in the lives of ESTPs, although they are always popular and know many, many people by name. Relationships usually are conditional, and the condition is the consideration of what the ESTP has to gain from the relationship. Anything gained, however, is shared freely and generously with the mate. The unexpected gift, the impulsive trip to Paris, the extravagant surprise at Christmas—all these an ESTP brings to a mate. Fun, excitement, laughter, and that element of unpredictability are characteristic of their relationship. The ESTPs have a low tolerance for anxiety and are apt to avoid or leave situations that are consistently filled with interpersonal tensions. ESTPs are usually somewhat of a mystery to their mates and to others. Few people comprehend this unique personality. ESTPs themselves understand well the maxim, "He who travels fastest, travels alone." Still, ESTPs are not likely to be lonely for long. ESTPs meet life with a hearty appetite for the good things of the world, searching out excitement, perhaps as a warrior, an athlete, an adventurer, or as a professional gambler, but always seeking the thrill of courting Lady Luck in one fashion or another. A theme of seeking excitement through taking of risks runs through the lives of ESTPs.

Portrait of an ESFP

ESFPs radiate attractive warmth and optimism. Smooth, witty, charming, clever, voluble, and open to the environment—this describes ESFPs who, like ESTPs, represent about 13 percent of the general population. They are great fun to be with and are the most generous of all the types. Performer would be the word which best describes an ESFP.

ESFPs will avoid being alone and seek the company of others whenever possible. ESFPs easily find company, for others are usually highly entertained by the presence of an ESFP. ESFPs love excitement and create it wherever they are. Their joy of living is contagious and generally they wear happy faces. Often outstanding conversationalists, their flowing banter is amusing in its wit. ESFPs have an air of sophistication and are likely to be dressed in the latest fashion, displaying an enjoyment of all the good things of life: dress, food, physical comfort, and happy times. ESFPs create a mood of "eat; drink, and be merry" wherever they go, and around them life can have a continual party-like atmosphere of gaiety.

ESFPs make exciting, if somewhat unpredictable mates, which may give quieter type mates some anxiety and tension from living on the edge of adventure. The home of an ESFP is likely to be filled with people all having a good time. Problems will not be allowed to make their appearance. The ESFP accomplishes this by taking an attitude of "walking by the graveyard whistling," refusing to recognize doom and gloom.

ESFPs can be generous to a fault. What is theirs is yours, and what is yours is yours still. They give assistance to one and all without expectation of a return, just as they love freely without expecting something in return. ESFPs seem to view life as an eternal cornucopia from which flows an endless supply of pleasures that require no effort on their part to insure.

ESFPs' talent for enjoying life can make them more subject to temptations than are other types. They are inclined to be impulsive, and thus both male and female ESFPs are vulnerable to psychological seduction, if not physical seduction, with an ESFP giving in easily and agreeably to the demands of others. As a parent, the ESFP will be entertaining, a friend, and a source of fun and excitement. When there is sickness, or trouble, however, ESFPs may become impatient and may want to absent themselves.

ESFPs' tolerance for anxiety is the lowest of all the types. Anxiety is avoided by ignoring the dark side of a situation as long as possible. They are inclined to be somewhat self-indulgent, but, rather than make an outward show of resistance or make waves, ESFPs will give apparent compliance—and then go their own way to what they enjoy.

ESFPs prefer active jobs and should not be given lonely, solitary assignments. Outstanding in public relations, they love working with people. Decisions are made with personal warmth, based on personal reference or reference to significant others. This type relies heavily on their personal experiences and generally show good common sense.

The gregarious sociability and adaptability of ESFPs make them a source of warmth to others. They do not mind telephone or personal interruptions and are verbally facile in both situations. They can be counted on to have accurate data about the people around them, gaining these data thorough effortless and continuous observations.

ESFPs are not deeply interested in scholastic pursuits, wanting knowledge only for immediate utility. They avoid science and engineering, gravitate toward business, and are adept at selling, particularly selling tangibles. They can be effective in education, especially elementary school teaching, and can enjoy nursing for its drama. They are good at working with people in crisis, a facility which often leads ESFPs into social work. They also enjoy entertaining people and are thus drawn to the performing arts, thriving on the excitement of being in the limelight.

Portrait of an ISTP

Just as impulsive as other SPs, the ISTP's life is artful action—and action is end in itself. Action for the ISTP is more gratifying if it is born of impulse rather than of purpose. If the action is in the service of an end or aim, let the aim look out for itself; it cannot be allowed to influence execution. The act is self-directed, self-leading, containing its own imperatives which cannot be suborned to mere rules, regulations, or laws. ISTPs are egalitarian and can be fiercely loyal to "brothers," but they can also be fiercely insubordinate, seeing hierarchy and authority as unnecessary and even superfluous. It is not so much a matter of going against regulations as it is simply ignoring them. The ISTP must do his or her thing, free to vary each next move. And ISTPs are, or want to be, proud of their ability to make the next move skillfully.

ISTPs are often fearless, risking themselves more than other types, despite (even frequent) injury. Of all the types, ISTPs are most likely to pit themselves, or their technique, against chance, odds, or fate. They thrive on excitement; they crave some excitement each day, in the form of fast motion—racing, sky diving, or surfing, for instance. This hunger for action makes them more subject to boredom than any other type, their urge driving them to faster pace. Strangely, however, they are not bored while doing their thing, even though there may be long stretches when nothing happens, as during travel, surfing, hunting, or fishing.

The ISTP nature is most easily seen in their mastery of tools, tools of any kind, from microscopic drill to supersonic jet. From an early age, they are drawn to tools as to a magnet; they must manipulate them, and tools fall into their hands demanding use. Many pilots knew by the age of five that they were going to be pilots. ISTPs tend to take up activities that allow them to use tools: driving, steering, operating. And if a given tool, whether scalpel or earthmover, is operated with a precision that defies belief, that operator is likely an ISTP. Others use tools, of course, but not with the virtuosity of the ISTP. Indeed, we must call ISTP's the tool artisans, for they above all others command the tool and bend it to their impulse. But again, ISTPs—personified in Michaelangelo and Leonardo—work (or better, play) with their tools on personal impulse and not on schedule. If an externally imposed schedule coincides with impulse, fine; if not, so much the worse for the schedule.

One tool especially attractive to the ISTP is the weapon. Should ISTPs turn against society (for whatever reason), they wield their weapons with lethal genius to support their rejection. The hit man of today, the gunslinger of the American West, and the duelist of 18th Century Europe, may be seen as virtuosos of precision homicide. Hit man, gunslinger, and duelist alike took pride in their prowess. Fortunately they face their own kind in battle, the good warriors of the land: soldier, marshal, police, intelligence agent. This is not to say that all warriors, good or bad, are ISTPs, or that ISTPs are all weapons experts; rather that the weapon virtuoso is more frequently ISTP than not.

ISTPs also play on impulse, taking off at any time just because they "feel like it." (We are advised not to try to stop the ISTP who "feels like" doing something.) The neurosurgeon does crop dusting on the side and rides a motorcycle to the airport, and the financier goes on a hunting trip in the middle of an audit (i.e., SJ scrutiny). There can be no end to the ways ISTPs seek thrills in play. Although they may have the appearance of loners in their work, they nonetheless hang around their own kind in play. The climbers, racers, flyers, hunters, and in general, movers, flock together. The companionship is mediated through the tool, and conversation is sparse and terse.

Like the ISFPs, ISTPs communicate through action, and show little interest in developing verbal skills. Indeed, this lack of interest in communication may be mistaken for what well meaning but misguided medics and educators call "learning disability" or "dyslexia," both preposterous notions when meant as explanations. Let ISTPs get near a tool of any complexity and power and see how fast they pass up everybody in learning to use it and how precise their lexicon in talking of its features.

Despite their egalitarianism, insubordination, and love of freedom, they can be leaders, even great ones. But they must be "up front," sword in hand, leading the charge. That is to say, ISTPs can be very successful as battle leaders, for instance, no matter how large or small the force under their command. Their supreme realism, timing, and sense of expediency allows them to seize the moment and fully exploit whatever resources can be gotten (theirs or others) and capitalize on deficits and mistakes of their opponent. Theirs is an expediency or exploitative leadership, based on a special kind of intelligence which may be called artistic concreteness. Yes, for the ISTP battle leader, combat is an art, an intellectual game, not in the sense of strategy (that is for NTs), but rather using whatever is at hand to defeat the other with the least injury. Battle leaders are duelists. Patton was such a leader, and we must credit Marshall (an NTJ strategist) for seeing beneath that flamboyant, impulsive, insubordinate, and reckless exterior a peerless warrior. The same credit goes to Grant (another NTJ) for selecting Sheridan (STP), and to Hitler (ENFJ) for selecting Rommel (ISTP). Patton, Sheridan, and Rommel were cut from the same cloth and showed the same artistic espionage and rapier-like tactics.

Glory is a pre-20th Century concept better understood by the ISTP than by others. Or at least the ISTP is more interested in it than most others. In battle there is glory, for it is in battle that one can exercise one's lethal skills with positive sanction. The Seven Samurai were glorified and so have been duelists down through the ages. Foss, Boyington, Fonck, and von Richtoffen, all virtuosos of the winged machine gun, are still glorified heroes. But there are hundreds of warriors just like them in nature. One can test one's mettle in lethal duel, there's glory in it, as the film The Great Waldo Pepper showed most poetically.

The education and intelligence of the ISTP is worth special comment. Possessed of artisan intelligence, ISTP is not in the least interested in the clerical, interpretive, and "science" curricula that abound in the 20th Century school. The other SPs, equally bored by the school, will at least act as if they're trying to learn, but not ISTP. ISTP will stare coldly into the eyes of the teacher and not even say no. No amount of cajoling, bribing, rewarding, punishing, or threat will get them to do their school work. School work, quite apart from being irrelevant to the talents of SPs, is, after all, mere preparation for something the ISTPs figure they're never going to do anyway. SPs do not wish to prepare—for anything—and ISTPs are careful to make this clear to their would-be instructors. What is there to do, now, that is worthwhile? ISTP will not sit still (literally) for the trivial fare dished out (sanctimoniously, in the eyes of the ISTP). Most seem to agree that ISTPs "should" do their school work. But why? The arguments are piddling and incoherent, warranting the scorn they get from the unshakable ISTP. ISTPs are not "minimally brain damaged," or "hyperactive," or "dyslexia"; they are active, and they are stubbornly insistent upon getting to do, in school, some things that allow them to test their intelligence and their mettle. Name-calling and pill-pushing won't change them, other than destroying their self confidence and perhaps creating a stimulant addict now and then. Give them a tool-centered curriculum and watch their speed.

Behaviorally the ISTP is more like the ESTP than any other type, and the older they get, the greater the resemblance. When young, ISTPs may look very much like ISFPs, but as their confidence and pride increase this resemblance recedes. Jungians think ISTPs are just like INTPs with only minor differences, but this is based on the definition of ISTPs as "introverted thinking types." INTPs are logicians, philologists, and architects in the way they think, but ISTPs are completely disinterested in these pursuits. Even a cursory observation of a few clear-cut ISTPs will show how striking the contrast, and how trivial the resemblance.

Still, the most important thing about the ISTPs is their communality with the other SPs. We might think that there would be some resemblance to the ISTJ, having as they do, "IST" in common. But no, their behavior is antithetical in almost every dimension of comparison. One is pessimistic while the other optimistic; one is parental, the other, fraternal; one saves, the other spends; one believes in rules, the other is instinctually insubordinate and recalcitrant to rules; and so on. ISTPs have infinitely more in common with the very different ESFP than they do with any NT or SJ; besides the above, their mood is one of good cheer, they are loyal to their equals, they want no obligations, duties, or confining promises, are uncomplicated in their desires, and are trusting, receptive, and generous.

Portrait of an ISFP

Although all SPs (Sensuous Performers) are artisans in their nature, they usually do not pursue their artisty with the same devotion to grace and adornment as the ISFP. For whatever reason, the ISFP seems more inclined to the "fine arts" than the other SPs; so when an especially gifted composer, painter, or dancer shows up, he or she, more frequently than not, possess the character of the ISFP. Beethoven, Toscanini, Rembrandt, and Nijinski, as shown by typohistorical research, were clear-cut ISFPs. But the ISFP temperament is very difficult to observe, even in the great artists, and so ISFP is probably the most misunderstood of all the types.

A major source of misunderstanding is the tendency of ISFPs not to express themselves directly, but through action. If they find a medium of expression, some art form, then the character is expressed in some degree via the medium. If not, it simply doesn't come out, and no one knows them, this social reticence making the character all but invisible. Of course, in those rare cases where remarkable skill is achieved, such as in the virtuoso, ISFPs become celebrites, but their nature is still far from visible. Harpo Marx, a brilliant comedic actor, may well be seen as prototype, in his simultaneous celebrity and mute invisibility.

On close observation, these relatively infrequent SPs (5 percent of the population is ISFP, as compared to 15 percent ESFP) are just as hedonic and impulsive as the other SPs. Here is no NF search for significance, nor for that matter any fascination with science (NT) or commerce (SJ). ISFPs live Epicurean lives in the here and now, and as gracefully as possible. They do not plan and prepare. Submergence in their artistry is not preparation for something later; rather they experience intensely, now. ISFPs do not wait, for to wait is to see their impulse wither and die; they want and value their impulses and see them as the center of their lives. Nor are ISFPs devoted or committed to artful play; rather they are caught, as by a magnet or a whirlwind. So then the long hours of "practice" the virtuoso "gives" to artistry is not practice at all and it is not given; it is doing and it is taken from the (willing) ISFP by the performance itself. The act is ISFP's master, not the reverse, so we must abandon any notion of ISFPs as careful and devoted planners and of dutiful preparation and rehearsal. They paint, or sing, or toot, or dance, or run, or skate, or pot, or whatever, simply because they must: the mountain is climbed because it is there.

Because the ISFP is always caught up, so to speak, in whatever actions are underway, rather than practicing toward some distant goal, there is no question of the

ISFP noticing fatigue, pain, or danger. They are usually quite oblivious to these accompaniments of many of their favorite activities. It is not that ISFPs are inured to them as much as it is that, wholly engaged by an action, they simply do not notice them. In this ISFP is similar to other SPs and different from all other types.

ISFP, like other SPs, has a special kind of intelligence. Please recall that intelligence is defined in this book as doing things well under varying circumstances. This particular category of intelligence might be called "artisan concretization." Such talent differs radically from that possessed by NFs, NTs, and SJs (granting, of course, that they too have their own unique and inherent abilities). This artisan concretization somehow keeps the ISFP more closely in touch with the very real. While the ISTP is attuned to the tool, so to speak, the ISFP is attuned to color, line, texture, shading—touch, motion, seeing, and hearing in harmony. The senses of the ISFP seem more keenly tuned than those of others. Rembrandt could almost taste colors so great was his discrimination, Toscanini could hear a single false note in the most complex operatic-orchestral score, and Hemingway's words tasted and smelled and felt the waves. This extreme concreteness and specificity seems to come naturally to the ISFP and is embedded "in the warp and woof of the man's make."

The social side of the ISFP character must not be eclipsed by the more spectacular performances some of this group are capable of. The ISFP has to be the kindest of all the types with no near competitors. The kindness is unconditional. Here is sympathy, of which we are all capable, carried to its most extreme form. The ISFP is especially sensitive to the pain and suffering of others and, like St. Francis of Assisi, with sympathetic impulsivity gives freely to the sufferer.

ISFP is usually not interested in developing facility in speaking, writing, or conversation. Speech, after all, is abstract, not concrete, ISFPs prefering to have their fingers on the pulse of life. That pulse must be felt—by touch, in the muscles, in the eyes, in the ears. This insistence on the senses being so closely attuned to reality can, in some ISFPs, occasion a breach with language, and language becomes a barrier to smooth interpersonal relations. So ISFPs are sometimes seen by others as reserved and private, tending to give up rather easily in their attempts to express themselves verbally. But this reluctant speech is not so much a lack of ability as it is disinterest. Hemingway broke that barrier, a splendid instance of an ISFP entering into the world of words and making apparent inarticulateness into art, changing the face of 20th Century literature.

The number of the great artisans who, upon investigation, were found clearly to have been ISFPs, is truly awesome. The other SPs seem to have contributed far fewer masters to the fine arts. Gaugin and Puccini, both ESTPs, were in this sense exceptional. Music and the dance seems almost the province of ISFP, and surely investigation will show many of the great athletes come from this group.

Of course, all ISFPs have not been and need not be artisans in the narrow sense of the word. Art, broadly conceived, is any action the next move of which is a free variable, and it is art thus conceived that is the forte of SPs in general and the ISFP in particular. Thus ISFPs have a lot of leeway in choice of occupation, especially if they don't drop out of school early (most SPs do, since the school offers little that is of interest to them or that challenges their special brand of intelligence). It is a sad day indeed when the ISFP chooses work wherein the operations are fixed by rule or necessity and not free. To be happy and productive the ISFP must choose variable actions and be rewarded for doing them.

Finally, in many ISFPs may be found an instinctive longing for the natural, the pastoral, the bucolic. They are quite at home in the wilds, and nature seems to welcome them. Some have a remarkable way with animals, even wild animals, almost as if there were a bond of mutual sympathy and trust. In some instances a similar bond may be seen between the ISFP and young children, instant and unstudied.

Perhaps the most important thing to understand about ISFPs is that they are SPs, with much in common with ESFPs especially, often resembling ISTPs, and even sharing some traits with the seemingly very different ESTP. To summarize this communality with other SPs, ISFPs may be seen as optimistic and cheerful; egalitation, fraternal, and insubordinate; tending to ward off obligation, duty, confinement, and fetters; a lover of freedom, easily bored, wanting excitement, risk, chance, and tests of luck; uncomplicated in motivation, trusting, receptive, generous, and in every sense of the word a spender rather than a saver.

TEMPERAMENT IN LEADING

A leader is a leader only insofar as he has followers. If we want our subordinates to do something and they do not do it, then, plainly, they have not followed our lead. Likewise, if we want our charges to accomplish something, quite apart from how they go about it, and they do not accomplish it, then, again they have not followed our lead. Now these are the only two ways that we can be leaders: we can want certain actions and we can want certain results. The degree in which we get what we want is the measure of our leadership.

A follower is a follower only insofar as he does what a leader wants in order to please the leader. Whatever our temperament, we are all social creatures, and so want to please the boss (or displease him—we are not indifferent on this issue). Work is done for the boss. We grow for our parents, learn for our teacher, win for our coach. Even the most independent among us presents his work as a gift to the boss, which makes the boss rather imprudent if he fails to say, in some manner, "Thank you."

Is not the paycheck and the satisfaction of doing a good job enough? Apparently not. This is not to say that pay and self-esteem are not important; clearly, they are. Rather, it is to say that they are not enough. We all want appreciation, and we want it from the person in charge.

We not only want to be thanked for our contribution, we also want the appreciation to be proportional to our achievement. The greater the achievement the greater the hunger for appreciation. The high acheivers have more appetite for appreciation than the low achievers!

Watch a creative person. He does his thing. When the boss fails to notice, our achiever hightails it over to his private appreciator that he has stashed somewhere close by in the organizational bushes. His appreciator gives him his needed "warm fuzzies" in a manner precisely fitting his conception of achievement; his thirst is assuaged. He returns to work with renewed energy.

Watch an achieving person whose boss fails to give him strokes and who has no private stroker. He soon leaves the job in search of a place where he is appreciated.

Since leadership is getting people to do what the leader wants them to because the leader wants them to, and since achievement creates a hunger for appreciation by the leader, then it follows that the primary job of the leader is appreciation. Other tasks the leader may have must be regarded as trivial in comparison to this. The leader has got to learn how to notice achievement and thereupon to thank the follower for his gift.

Imagine that! Thanking someone for doing something he's supposed to do! That sticks in the craw. Even so, the leader damn sure better swallow this or his team is going to lose, and the owner is going to get a new coach (as well he should).

Even if the leader swallows the bitter pill there's a catch to it. One man's meat is another's poison, even in the domain of appreciation. To thank a person for something he does not consider accomplishment is to at least miss him, and at worst insult him. And here the temperament of the leader predisposes him to awareness of achievement he values and obliviousness to achievements valued by other temperaments. So, even if he grants that thanking his subordinates for their work is his main task, he is very likely to botch it by unconsciously imposing his own style onto his subordinates and thanking them for doing things they regard as irrelevant and valueless.

So if a leader accepts the primacy of appreciation he then has the task of learning about his own temperament and that of his subordinates. Let us therefore review in brief what sorts of appreciation might be relevant to the four temperaments.

APPRECIATION

Appreciating the SP: SPs appreciate recognition of the clever, facile ways they work. Commendation for the grace and flair of their actions is more important to them than note of how much work was done. The SP is process-oriented, not product-oriented. If the work entails risks and taking chances, this should be commented on. When the risks pay off, he needs companionship in celebrating the results. When they do not, he needs support and encouragement, expressions of comfort that this was merely a temporary setback. Boldness, bravery, endurance, cleverness, adaptation, and timing—these are what SPs pride themselves on and so feel appreciated when these qualities are noted by the leader.

Appreciating the SJ: Caution, carefulness, thoroughness, and accuracy of work are valued by the SJ, for he is product-oriented. An SJ enjoys comment about whatever he produces, especially if these comments recognize how well the product meets the standards set forth. He appreciates being recognized as a responsible, loyal, and industrious person, which is not difficult, for those three adjectives can readily be applied to most SJs. SJs need an abundance of appreciation, although they will have difficulty in showing their pleasure when recognition is given.

Appreciating the NT: NTs want to be appreciated for their ideas. They want an intelligent listener who will take the trouble to follow the complexities of the NTs conception. Seldom does an NT enjoy comments of a personal nature; rather he responds to recognition of his capabilities. Appreciation by management of a routine task well done would not only not delight an NT, but might even make him suspicious of the manager. The qualifications of the person rendering appreciation are vital to an NT. The fact that the person holds a high office signifies nothing if he does not also possess intellectual competency in the area he is appreciating. NTs have difficulty appreciating others verbally and, as with the SJs, have difficulty accepting appreciation.

Appreciating the NF: NFs value expressions of appreciation which are more personal than those valued by NTs. NFs want to be recognized as unique persons making unique contributions and need an awareness of this stated by their subordinates, peers, and superiors. The other three styles can handle negative criticism more easily than can the NFs, who become immobilized and discouraged when met with negatives. It is important to an NF that his feelings as well as his ideas are understood by others and he wants constant feedback concerning both as verification.

The styles differ in what irritates them at work. SPs resent being told how to work. They want to be free to "fly by the seat of their pants." Standard operating procedures make the SPs restless and impatient. SJs, in sharp contrast, are irritated by others who do not employ standard operating procedures. The SJs value order, and simply do not understand people who do not follow the rules and regulations. Deadlines for the SJs are important, and they are impatient when these deadlines are violated. NTs become irritated when asked to do something that is illogical, or violates reason or principle. The NT insists on getting maximum effect with least effort and is bothered when rules, traditions, or biases get in his way. NFs become irritated when treated impersonally, as if they were only their job or office. They do not wish to "hide behind their uniform" any more than they wish to be confined by it. Whatever is done is done by them personally, not by their office, badge, or warrant, and is so to be seen.

In the working situation, ways the styles are apt to irritate one another can also be suggested. For example, the SPs are most apt to annoy others by not following through on agreements and failing to inform others that they have not. They also may be careless about details and this may irritate others. The SPs can be unprepared at times when preparation is indicated, can over-praise when such approval is not earned, and can spring the unexpected on colleagues perhaps to frequently. At times they make commitments for others without consultation, an act which understandably can upset the person on whose behalf a commitment was made.

SJs can irritate by too frequently communicating a "doom and gloom" position and failing to speak in positive ways. SJs can also hurt with sarcasm and sharp criticism, perhaps even ridicule. They may reward only the most productive and fail to notice minor contributions of others. SJs can fail to smile or laugh and can transmit an attitude of fatigue and worry which can be catching.

NTs also can hurt with sarcasm and ridicule, but the source of this is usually doubt about the capabilities and comprehension of others. NTs also can irritate by what seems to others an unwarranted insistence on splitting hairs in making distinctions so that others forget the point at issue. NTs are sometimes seen as using a vocabulary which their listeners find pretentious and pedantic.

NFs may irritate others by playing favorites and by being particularly charmed with one person, only tomorrow to turn to another, abandoning the first without an explanation. NFs may give offense by insisting on comments regarding emotional reactions in situations where the ideas are more appropriate for exploration. They can take the side of a supposed underdog and in the process imply that others present are hard-hearted and unsympathetic to the needs of others. NFs also can be over-helpful, giving too much help that is neither wanted nor needed.

It is not enough for a manager to appreciate and understand the temperaments of his subordinates; he also must know how his own temperament affects his leadership. And he needs to know what he can expect from his superiors and associates, given a knowledge of their temperament styles.

The following pages provide a description of four management styles, using the same dimensions as previous chapters. A profile of the SP Management Style is followed by descriptions of the SJ, the NT, and the NF. The strengths, possible weaknesses, pressure points, characteristic ways of dealing with colleagues, stroking patterns, effective management teaming, placement within an organization, use of time, and institutional deficits if this style is not present are described.

SP Manager at Work

This managerial style negotiates with ease and has, of all the types, the highest sense of reality. He is a natural negotiator, but other titles which might capture this style are "Troubleshooter," "Diplomat," and "Beachmaster." This leader is good at putting out fires, at unsnarling messes, and at responding to crisis situations in a way which none of the other types can match without great effort. Running through this style is a note of expediency: Whatever needs to be done to solve a problem situation is done. Ties to the past and ties to the future are expendable.

Some large corporations make efficient use of the talents of this group when they buy another company which is in the "red," but which they want, perhaps, for patents and tax write-off. The larger corporation sends in an SP Troubleshooter to take over the smaller company, with directions to straighten it out, that is, incorporate it into the body of the mother company. The Troubleshooter is empowered with the authority to do whatever has to be done to make this new arrival a part of the parent organization. And this will happen rather quickly, for somehow this leader has a talent for getting people to cooperate with him and with each other on the basis of expediency. There is an attitude of sureness and damn-the-torpedoes, full-speed-ahead that causes others to be fully confident in the negotiator's decisions and directions. If this leader experiences self-doubt, he does not transmit it to those around him.

Some of this confidence seems to stem from the Troubleshooter's strong sense of reality. Somehow this temperament has more realism than the others, who go into a situation with several sets of glasses firmly placed over their views of that situation. They filter the situation through the lens of policies, or the lens of traditions, regulations, sacred cows, and through the lens of mandating to themselves that certain persons must be there, or the lens of a belief system that because something happened in 1910, it must continue to happen. These lenses that other temperaments wear serve as a filter which obscures vision of what is immediate, what is right here, and what is right now. The troubleshooting SP wears none of these glasses. He goes into a situation, not like a bebe in the woods, but more like a wolf in the woods, with a sharp nose for opportunity. He is not saddled with rules, regulations, policies, traditions, contracts, and old relationships. Putting it in other terms: To the Negotiator everything—and everybody—is negotiable!

When the Negotiator goes into a situation with the intent of getting warring factions to compromise, he does not consider anything which either side owns as non-negotiable.

Most representatives of opposing factions reserve the things they own or the things they have done as non-negotiable. They take their places at the conference table with a tiny bit of something in mind which they intend to negotiate. They plan to give up a pittance in exchange for whatever they can get. The Negotiator, however, goes back and looks in closets, and says, "Hey, look at all that gold. Let's bring it out and negotiate it!" This extraordinary sense of reality gives this type not an edge, but an entire plane over everybody else. He makes everybody else look like amateurs when it comes to negotiation.

The Negotiator also makes everyone else look like amateurs when it comes to troubleshooting. Consider the beachmaster, who functions in a shooting war. He is the leader who goes in with the first wave which attacks an island, or a continent. All the men and material are on the beach. The beachmaster is given absolute authority to shove anything into the sea. No one can say one word to him about what goes and what does not. His objective is one thing—to get the men off the beach and into the bushes. Beachmasters have to have a split-second sense of timing, an overwhelming sense of what is right here, right now, and in seconds decide what has to be pushed into the ditch or into the sea, or under the ground. So when a commander has men stacking up on a beachhead and he needs a beachmaster, he does not send in someone who is laden with traditions and the rules of warfare, or who is acutely aware of the future, or the penalties of failure, or who is acutely aware of the meaning of death in the lives of the men on the beach. Survival is the issue. All other considerations are expendable. Nothing counts on that beachhead but getting off the beach and into the bushes—surviving to attack and secure the objective.

The Beachmaster brand of leadership is not restricted to war. This type is outstanding in rising to any crisis situation. An SP Beachmaster of tremendous ability was sent into a sick high school which had been ailing for a long time. This high school was a graveyard for principals. A principal would be assigned to that school and the faculty would "kill" him off in a few months. The faculty was made up of two warring factions, each battling the other; but each side knew how to dismantle a principal, and did so with unerring regularity. No one could deal with the situation, which got worse and worse. The faculty became more and more at odds. The students were learning less and less. Parents were up in arms. Finally, the Superintendent took his lieutenant and said, "Get over to that school and straighten it out." In three months the war had ceased, and the school was a harmonoius unit, with harmonious transactions. Needless to say, the Troubleshooter was an SP, and he had an unerring instinct for getting people to cooperate with each other right here and now. If there had been a different staff at that school, in all probability he would have been able to function just as effectively. This type is so relistic, so unfettered with things of the past, that they can see the opportunity current in each situation.

This kind of manager tends to be impatient with theories, concepts, goal statements, and statements of philosophy. They get restive with these issues, seeing them as exercise in futility. They themselves are the very essence of flexibility, flexible with themselves and flexible in their expectancy of others. They are open-minded and can change positions rather easily. They love to take risks, love to gamble, love to solve problems in crises. When the Negoti- is getting a school out of trouble, rescuing a business from going under, or getting an industry out of the "red," he is excited and enthusiastic.

But consider the situation if the Negotiator/Troubleshooter is asked to stay and consolidate that school, or industry, or business. Suppose he is asked to head up the business that is now in the black? Suppose he is asked to maintain an organization, establishing human and data systems. What is he going to do? He is going to make mischief. He is going to give himself activities which fit his preferences. He is going to go around setting fires so that he can put them out. That is the penalty of having a Troubleshooter stay on as stabilizer. He does not get his jollies from stabilizing. He feels he's not earning his keep, has nothing worthwhile to do, is bored—and so he goes out looking for trouble. The moral of this story is, for an organization of any size, Negotiators are needed on a staff so that they can solve crisis situations. They should not be required or allowed to stay in a situation once it is unsnarled. This is a disservice to the Negotiator and to the organization. This sort of leader needs to be kept mobile and used in the manner for which he is suited.

Managerial Strengths: The Troubleshooter/Negotiator is practical in every sense of the word. He deals with concrete problems in an expeditious manner. He can observe a system and see how it actually works, can find where breakdowns and errors occur, and can figure out the corrections needed very rapidly. Under the SP leader, change will be easy, for he can adapt easily to new situations. He welcomes and seeks change. As a leader, more than any other, this type will know what is going on in an organization, for he has acute powere of observation regarding the environment. Under his leadership things happen with an economy of motion. The SP leader does not fight the system but uses what is there and available to solve problem situations. He does not use his energies needlessly in worying about changing what cannot be changed. Things that can be changed—personnel, procedures, policies—are all negotiable in the crisis.

Possible Weaknesses as a Manager: The SP leader might be reluctant to pay attention to theory and may be impatient with abstractions. He does not like the unfamiliar and may react negatively to change that he himself has not wrought. He lives so fully in the immediate moment that he may have difficulty remembering commitments and decisions of the past.

Yesterday is quickly gone and just as fast forgotten. Current demands preempt anything else. This belief leaves the SP leader in a position of being somewhat unpredictable to his colleagues and subordinates. When there is nothing to troubleshoot, the Troubleshooter/Negotiator leader can become rigid.

Characteristic Ways of Dealing with Colleagues: The SP manager easily responds to the ideas of others if they are specific. He is flexible, patient, open-minded, and adaptable in working with others, who generally find the SP leader easy to get along with. He is not threatened by the possibility of failure in himself or others, so will take risks and encourages others to do the same. He changes his position easily as new facts and new situations arise—seldom finding this shift in position a threat to his self-esteem. He is willing to take orders from superiors and will not fight those above him, although he may not always carry out their directives. The SP leader is matter-of-fact about things as they are and does not chafe about what might have been. He does not judge his fellow workers and accepts their behaviors as matter-of-factly as he does situations. He does not trouble himself or others seeking to understand underlying motives or hidden meanings. The SP leader verbalizes appreciation easily and often voices approval before the accomplishment or achievement in order to encourage others.

Contributions in a Management Team: An SP leader can spur action to a management team as can no other type. Things are sure to happen with this type around. The SP probably will be at his best in verbal planning and decision making, He may not enjoy or be good at producing written documents. He can spot trouble spots in an organization while they still are minor and can prevent small problems from becoming large ones because of inattention. Operations are apt to run smoothly with an SP aboard, since he will detect early signs of trouble in these operations. Productivity is apt to be high, and he usually will be aware of the comfort and working conditions of employees. The SP leader is not likely to allow unnecessarily bad working conditions to exist for employees without attempting to do something about them.

The SP leader needs the support of a thoroughly organized support staff who will provide reminders of scheduled appointments, who will schedule "unpleasant" jobs and remind the SP manager concerning these, and who will see to it that long-term issues are given closure. He needs support services that will help in setting priorities and will capture the endless flow of projects in writing for future reference.

SJ Manager at Work

The SJ manager might be called the Traditionalist, Stabilizer, or Consolidator. His focus is on the organization as a body, and he nourishes and cares for that social organism. The SJ manager's abilities lie in establishing policies, rules, schedules, rountines, regulations, and hierarchy. He is good at drawing up lines of communication, at following through. He is patient, thorough, steady, reliable, orderly. He values policies, contracts, and standard operating procedures. This sort of manager can be relied on to arrange the environment so as to bring stability to an organization. He enjoys the process of stabilizing, feels he is most useful and earning his keep in such a process. People under the SJ manager know that they can count on things when he is in charge. They know that supplies, personnel, and an orderly way of conducting business will be there. Things will be settled and the organization will be stabilized.

The Traditionalist leader, in keeping with the name, carefully preserves the traditions of the organization, knowing that these give comfort, a sense of belonging, and a sense of permanence to employees and clients alike. Should the organization be lacking traditions, the SJ leader is likely to ensure that they are created. He is likely to move quickly to establish a basic fund of rites, rituals, and ceremonies, realizing as he does their function in the solidification of the social organism. There appears to be a theme of sentimentality running through the administrative structure led by an SJ manager, which can be exemplified by the retiring septuagenarian receiving his gold watch, the official welcome rites provided for new employees, the traditional office Christmas party, the Fourth of July picnic for employees and their families, and so on.

The SJ leader has a very special sense of social responsibility. He wants to know where his duty lies and then quickly get at it. The desire to keep busy with the discharge of his obligations is strong in the SJ . This sort of inductriousness is also something he values in his subordinates, colleagues, and superiors. The hard worker is much admired by the SJ.

Stabilization is a necessary stage in the life of any organization, but there is a tendency, after a time, for stability to go too far. And this style of management, of all the managerial types, is most subject to Parkinson's Law (1957), the law of domination of means over ends. This law implies that over a period of time, in an organization, the number and cost of procedures will increase with constant or even declining outcomes. The SJ manager is particularly vulnerable to the law, interested as he is in stabilizing the organization. This manager can find himself developing new procedures for the sole purpose of maintaining old procedures. He can find that he has generated means that in turn generate more means. He can find that he has allowed personnel and materiel to expand, to consume the available resources, without a clear picture in his head of the results which are to be delivered by this expansion. Organizations only too quickly become immobilized in procedural strait jackets (the name for which is Bureaucrucy) when too much stabilization, too many traditions, too much consolidation takes place. Change can be brought to a grinding halt, and people will be doing things solely because they were done previously. The SJ manager more than others can become the victim of this hegemony of means over ends without realizing what has happened.

The stabilizer manager has a tendency to resist change and so must monitor his own behavior to insure that, in his zeal for policy, regulations and standard procedures, he does not overshoot the mark and attain too much stability. If he does he may be a roadblock to necessary and healthy organizational growth, wasting much of his own, and others efforts. The employees will be dully doing things just because they did them last year and doing them slavishly, in a certain way, because that is the way they were done last year. A budget item, for example, might be adopted only because it was justified on a previous budget. Though operational costs are carefully watched, results costs are examined little, if at all. This bureaucratic desease is not limited only to SJ managers, of course; but the traditionalist is particularly vulnerable here. He should, therefore, periodically take a look at the effects of procedures of his organization to eliminate operations that have long been without worth but are continued, just because they are there, codified in procedural handbooks. The SJ manager can nourish and maintain an organization in an outstanding manner if he will keep a sharp eye out for the dangers of bureaucrucy.

The appreciation behaviors of management are, as we said, the primary tools of management. How, then, does an SJ manager tend to behave in his appreciation role? How does he stroke? How does he give feedback to his employees (and superiors) that he has noticed what they are doing and knows about what they have contributed?

Here a phenomenon arising out of temperament can be observed. The SJ has a hunger to serve, to be needed, to do his duty. He feels a sense of responsibility and obligation, intrinsically believing that he always must earn his keep each and every day. He feels that, somehow, he is indebted to society and must always work at paying what he owes. He tends to project that need onto others, with result that only the person most worthy is seen as deserving plaudits. Since people must always earn their keep, that is, earn appreciation, only those who have been most worthy should be appreciated. Only the winners get the ribbons. Otherwise, the unconscious belief dictates, employees might become less productive. Giving credit where credit is not most deserved would be bad for morale; therefore, only the winner can receive the grand prize. Those in second and third place may receive a blue and green ribbon, but no other player gets anything!

To be most effective, the SJ manager must train himself to pay attention to the least achievement and systematically reward those achievements just because they were achieved. The manager who has this basic need to stabilize would do well to examine his implicit belief that only the truly deserving may be shown appreciation, and that the truly deserving can be only the outstanding few. He would do well to experiment with finding something, no matter how trifling, the least productive employee has contributed and expressing appreciation for that.

Managerial Strengths: The SJ manager easily does those things which create stability in the system. He is decisive, and he enjoys the decision-making process. He understands the values of an organization as they exist and tries to conserve these values. He understands policy and honors its intent. He is persevering, patient, works steadily with a realistic idea of how long a task will take, seldom makes errors of fact, tends to be outstanding at precision work, and can be counted on to follow through on commitments. Before he takes action, he will weigh the consequences and will try to see the practical effect of the decision. He possesses and admires common sense. He is himself orderly and admires this in others. He will be on time and on schedule.

The SJ manager is best when he can plan his work and follow through on the plan. He likes to get things clear, settled, and wrapped up; he may be restless until a decision is reached on materiel, personnel, and upcoming events, Others with whom he works will know where he stands on issues.

The Traditionalist leader is an applied thinker and wants an organization to be run on "solid facts." He is able to absorb, remember, remember, manipulate, and manage a great amount of detail within a system. He is a superdependable leader who is an extraordinarily hard, steady worker. A good day's work for a good day's pay makes sense to the SJ manager. The superiors of this leader can count on him, as can his subordinates, to know, respect, and follow the rules, expecting them to apply equally to all.

The SJ manager will run efficient meetings, will be most comfortable with a well-ordered agenda. He will establish a formal, impersonal style in dealing with colleagues until he is well acquainted. He enjoys established routines and is a painstaking worker. The SJ manager is thorough about the business of the organization, is loyal to its purposes and personnel, and is usually briefed to the last detail.

Possible Weaknesses as a Manager: The SJ manager may be somewhat impatient with projects which get delayed by complications. He may be inclined to decide issues too quickly and, at times, may not notice new things which need to be done. He is excellent at preserving the effective procedures of an organization, but also may preserve less successful rules and regulations, not taking time to examine them for results. He may not be as responsive to the changing needs of an organization, which would be desirable, especially in times of rapid change.

The SJ leader is likely to hold that some people are good and some people are bad—and that the latter should be punished. From this position, the SJ manager can fall into relationships that create tensions, caused by his being, at times, blaming, denigrating, and negative. He may find himself responding to the negative elements of people as he becomes overtired and under pressure. If he does not make a conscious effort, he may slip without awareness from "this is a bad act" to "this is a bad act and, therefore, this is a bad person."

A sensitive pressure point for the Traditionalist may exist in his possible tendency to be overconcerned with the possibility of dire happenings. It is he, after all, who invented Murphy's Law. He may exaggerate the probability of things going wrong and thus may find himself using energies anticipating crises which never occur. An additional element of the Traditionalist's belief system is the notion that people can make something of themselves if only they work hard enough and long enough. This can pressure the SJ into being highly competitive and using his energies in pursuit of the perfect organization—thereby setting himself up for failure.

Characteristic Ways of Dealing with Colleagues: The SJ manager wants his colleagues to get to the point and stick to the point. He wants the facts and likes stable, sensible, reliable people. He believes that he is a realist, which in fact he is, when dealing with data systems. When he deals with human systems, however, he may not always be accurate in his perceptions of interpersonal transactions.

The SJ leader will be clearcut in his dealings with his colleagues and, if he feels that they are not observing agreed upon procedures and policies, will call this to their attention; but he may do this before others rather than privately, or with words which are unnecessarily critical and harsh. He may find it easier to comment on his own and others weaknesses than their strengths, tending to take his own and others strengths as obvious and expected—and therefore not needing comment.

The Traditionalist manager may withhold strokes unless he believes they are fully deserved and may have difficulty in accepting strokes from others—thereby transmitting an attitude of rejection which is unintended. The SJ leader may find the giving of symbolic strokes, such as honors, trophies, appointments to coveted positions, titles, and so on, more comfortable than the giving of verbal or contact strokes.

Contributions in a Management Team: The Traditionalist/Stabilizer leader particularly complements an NF leader, who brings strong focus onto people as people, while the SJ leader supplies an effective, smooth-running system. The SJ manager is excellent at plan-execution and operationalization. He can maintain an excellent data flow upward and downward so those around him are kept well informed. If an organization does not have an SJ manager on the management team, important details may be missed. Plant utilization may be poor. There may be poor control of materiel and personnel procedures, and far-reaching decisions may be made at inappropriate levels—by clerical personnel, for example. Time and materials waste may occur without management's notice. A system without a traditionalist leader may find itself in a constant state of change without a base of policy and regulation.

NT Manager at Work

The Traditionalist leader feels good when he is setting up rules, regulations, and procedures and feels he is thus earning his salary and serving the organization well; the Troubleshooter leader feels good when he is putting out fires, and feels guilty when he is not; the NT leader has to be conceptualizing something to feel good about himself within the organization. He must design, and so is called the Visionary leader. He is inspired and energized by being asked to do some kind of architectural or engineering job. Then and only then does he feel that he is worth his salary. He prides himself on his technical know-how (including managerial technology) and wants to use his intellect to figure out complexities, to get models onto paper, to rise to challenges of design for increased effectiveness and efficiency. When asked to design something, the NT manager goes happily to work. When asked to put something together for the first time—a prototype—he is all the more happy, since he is doing that which is most worthwhile. He is not interested in maintenance or in consolidation and he abhors unsnarling messes. It does not make much sense to him that crises should even exist, and to the Visionary things have to make sense. This leader can be adamant and stand on principles against all antagonists, no matter what the price. He cannot bear for either himself or others to make the same mistake twice. One error is forgivable; a second occurrence of the error, unthinkable. The Visionary seeks and enjoys complexity; he avoids redundancy. He expects a great deal from himself and only a little less from others.

Even though it is the Visionary leader who can envision how an organization might look ten years hence and blueprint that ten-year goal, he may have difficulty communicating the details of those goals and the plans to reach them. People follow this leader because they find his visions of the future contagious; but they sometimes get lost because of his tendency to avoid redundancy. The NT prefers not to say anything twice and assumes understanding; that is, if something is only implied, that suffices. The NT does not believe it necessary to verbalize this implication. He exercises an economy of communication, being reluctant to state the obvious lest he appear naive or insulting to his listeners. Thus the Visionary, the architect of systems, may have a communication problem. Although he has the capacity to conceptualize and communicate his models, he tends to become too technical and terse in the way he talks, may present ideas too involved in details and may present too much complexity in too short a time. Very often, therefore, his audience loses sight of the forest while trying to comprehend the trees.

As a manager, the Visionary is not a natural appreciator, and part of his problem in the arts of appreciation stems from his reluctance to state the obvious. He unwittingly assumes that if a person has done a good job, then this is obvious—obvious to him and obvious to all others, and therefore he, the NT leader, need not say anything. If he does, the person who made the contribution and who is the recipient of the appreciation might think, "Why is he saying this? Is it not perfectly obvious that I have done a good job?" And so the Visionary is reticent to express appreciation for fear of being seen as manipulative. At least that is his rationalization. Probably part of the truth is that he himself is embarrassed by being told by somebody when he has done a good job, and is likewise embarrassed when he tells others about his appreciation for their contributions. So with these rationalizations—that the receiver of the appreciation would find the verbalizations manipulative and devious—he tends not to say anything to his subordinates or superiors about their efforts and achievements.

Yet in his head he has firm grasp of the concept in human transactions that was so well articulated in the group therapy movement: If people are not told overtly and clearly that they are appreciated, they will conclude the opposite. People, regardless of type, never take for granted that they are appreciated unless they are told that they are. If an employee is accomplishing something, be it ever so small, he needs to be told by the manager (for which there is no substitute!) that his accomplishments are recognized, are confirmed, that they matter. The fact that the employee is paid in dollars for this accomplishment is beside the issue. If the organization is to get all the employee's commitment, the employee will have to be paid in currency over and above dollars, currency which responds to the basic need of that employee's type. The concept stressed here is that the leaders, and only the leaders, are in a position to express officially appreciation in the name of the organization. Another way of stating this principle of management is that only the administrator can officially express appreciation. Thus, if an employee is to be made aware that the organization, the corporate body, is appreciative of his efforts and contributions, then the spokesman for that organization, the voice of the corporate body, must be the one who holds the office of manager. Only the leader of an organizational unit can officially activate the motor of an achievement. The Visionary manager may have difficulty with this interaction and should study particularly the behavior of an NF leader in this area.

Managerial Strengths: The Visionary leader is the architect of change. He is interested in the principles on which the organization is built or is to be built. If the SJ is the pessimist, the NT is the skeptic. He questions everything and bases answers on laws and principles. He is able to see the dimensions and axes of systems as if he had x-ray vision, and so can plan and construct capably. Characteristically he is able to see how the needs of the immediate system he serves interlock with those of other systems within the total structure. He sees the interworkings of the system itself and long- and short-range implications of events which occur and behaviors which people display.

The NT manager's focus is on possibility. What exists presently can be changed, as it should be, since it is a mere remnant of the past. When he moves into an organization, he is likely to discern immediately the power base and power structure and from an impersonal point of view. This managerial type is often intellectually ingenious and can pioneer in technical or administrative areas.

Possible Weaknesses as a Manager: When the Visionary manager is involved in the creative process, he has enormous drive; but once his castle is designed, he is more than willing to allow someone else to take over execution and construction. As a result, he may find that his designs and plans were not carried out to his satisfaction. He seldom blames others for this failure, only himself—but he will tend to repeat his premature loss of interest in the next situation. This is particularly true with NTPs. NTJs are apt to do the same thing but usually at a later stage.

Because the focus of the Visionary leader is on principles, he may, at times, be unaware of the feelings of others and be equally oblivious to their hurts and joys. People, therefore, may find him cold and distant and may have difficulty in approaching him. Colleagues may not feel comfortable in commenting on the homely events in their lives, and thus the NT manager can become isolated from the other-than-business activities of people within the organization. As a result, the NT manager often finds himself at a loss for small talk in social or simi-social situations.

The NT manager is apt to be intellectually oriented and may unknowingly communicate an attitude on his part that he does not value subordinates (or superiors) who are not intellectually gifted. He may find difficulty in his interpersonal transactions because of his projections onto others that they (also) should be thoroughly competent, adequate, and achieving in all possible respects. The Visionary leader expects a great deal of himself and others, often more than can be delivered, and he might do well to remind himself that people with great strengths also have great weaknesses. Because the NT leader tends to escalate standards for himself and others, he typically feels restless and unfulfilled. This restlessness sometimes takes the form of verbalized impatience by the NT manager with snarls and errors, and at times, an impatience with finding it necessary to cover ground already discussed.

Characteristic Ways of Dealing with Colleagues: The NT manager typically tracks the thought processes and ideas of others rather easily and enjoys doing so. He is responsive to the new ideas of colleagues and enthusiastic about his own. He enjoys solving problems and, when faced with a colleague's problem, will be stimulated rather than weighed down by the prospect of solving the problem. He has the courage of his convictions and is willing to stand alone against the crowd if he believes that he is right.

The Visionary/Architect/Builder likes to make decisions, particularly the NTJs, yet colleagues will know where the Visionary leader stands on issues only if they ask! The NT assumes that his position is obvious and, therefore, it would be redundant to verbalize it; but he can be counted on to be frank if his opinion is solicited. When others speak for him concerning his position, he can become inwardly annoyed, although he usually does not allow this reaction to show. And, as often as not, when others do speak for his position, they are wrong.

The NT manager may, at times, be too nonconforming and ahead of the crowd to have public acceptance or a devoted, dedicated following. He tends to be on the growing edge of change and seldom looks back over his shoulder to check if others are close behind. His "self-power awareness" causes him to be noncompetitive. Seldom does the NT believe that he must get ahead at the expense of others. Seldom does he demonstrate a need to minimize the contributions of colleagues,

The Visionary manager is an excellent decision maker and can be counted on to remember and to honor decisions, even when under great pressure. In an organization, the Visionary is the "portrait painter of ideas." Because he can so easily conceptualize the results that staff members suggest as their contributions, he is comfortable in a management system that focuses on results rather than on procedures.

The NT, manager or producer, may quickly leave an organization (either physically or psychologically) if his talents are not used.

Contributions in a Management Team: If an organization does not have a Visionary/Architect/Builder on the management team, planned change may be minimal, and sooner or later deterioration will occur. The status quo will continue, perhaps to obsolescence. The NT manager can contribute theoretical structure and develop useable alternatives for actions being considered. And the structures the NTs develop are apt to take into consideration the benefits for the entire system as well as the immediate system being developed. NTs contribute a belief and enthusiasm in possibilities of ideas which are often contagious to others. They can be as supportive and enthusiastic about the ideas of another as their own and ordinarily are as good at following as leading, being able to do either as the circumstances demand. An NT team member may want to spend too much time planning and delay execution, but an SP team member can provide the proper stimulus.

NF Manager at Work

The final type of leader is called the Catalyst leader because of his talent for being personal and personable. The NF leader has the capability of drawing out the best in people, and he is first and foremost people-oriented. His focus is not on the organization, that is, instrumental, in the way of the NT and SJ, but is transactional; a characteristic he shares with the SP manager. That is, his focus is on the individuals within the organization. He is very, very personal in his transactions and tends to become deeply committed to the progress of those around him, forever alert for their possibilities in both career development and personal growth. In this he is like a chemical catalyst that, when put into a chemical mixture, acts as a reagent, catalyzing or actuating otherwise latent potentials. The individual in encountering such a leader is "drawn out" and "activated."

When the NF manager is around others, he demonstrates an interest in developing their possibilities, and thus his focus is primarily on the potentialities of his staff, with the development of the organizational system being secondary. The NF is the natural democratic leader and the natural participative. His forte is a smooth, people-oriented process, with documents and products a fallout rather than a primary target. The Catalyst leader is comfortable working in a democractic climate, and is sympathic to his people, generous with his willingness to listen to their troubles, and sincerely concerned with their personal problems. Sometimes the Catalyst leader can find that this involvement takes too high a toll of his energy, so that he has little left for himself.

The NF manager, with his verbal fluency, can be an enthusiastic spokesman for his organization. As an appreciator, he is outstanding. He is always and forever looking for and reacting to the best in others and communicates the fact that he is seeing this goodness. The Catalyst listens carefully, intently, and with an abundance of verbal and nonverbal feedback, so that the receiver is aware that he is being carefully and completely attended—and that he is valued. The Catalyst, with his gift of language, seems to know somehow how to say the right things at the right time to express appropriate appreciation.

The Catalyst leader, focusing as he does on people growth, values approval—approval for himself and for his administrative unit. He can, in the process, subordinate his own wishes and wants to the wishes and wants of others, sometimes to the degree that he leaves little for himself. The values and priorities of others have almost erased those he holds. Other people's priorities can very quickly take over because of the Catalyst leader's tendency to place the needs of others before his own. Like the SJ manager, the NF manager can then get overtired and come to a point where he finds little personal reward in his work. The obvious way to avoid this, of course, is for the NF leader to review periodically his goals, his priorities, his purposes to see if he is moving in a desired direction.

The NF leader includes the ENFJ, who is the natural leader of this type, and the ENFP, INFP, and INFJ, who will have to work a little harder at their leadership. Their primary hunger is for a search for self, through achieving identity and integrity. They are marked by idealism, are often charismatic, are superbly empathic, and have a flair for dramatizing the mudane events of living into something special.

Managerial Strengths: The management style of the Catalyst leader is marked by personal charisma and commitment to the people he leads. He usually has a tongue of silver and communicates through speech his caring and enthusiasm. He is sometimes gifted in seeing the possibilities of both the institution and the people with whom he works, focusing intuitively on their strengths. He excels in working with and through people and, as the head of a democratically-run organization, allows the contributions of all members of that organization to surface. He usually is comfortable in unstructured meetings. More often than not, he is accurate about the organizational climate. He tends to be patient with complicated situations and can wait for the right time to move forward. The Catalyst can be extraordinary as the head of an organization, the visible leader who speaks well for the organization itself and for the people in it. He often has an unusual store of energies, although, these seem to come in bursts powered by a new enthusiasm. Yesterday's projects, at that point, may not receive needed attention.

The NF leader has, when he is at his best, the talent, more than any other temperament, for seeing how a liability can be turned into an asset, particularly when dealing with people problems. He forgets very easily yesterday's negative, disagreeable events and tends to remember the agreeable, tending to be a romantic about both the future and the past —always the optimist in his public presentation of self. Generally he hides his pessimistic moments, wanting to spare others any discomfort that might arise from these "down" times.

The Catalyst manager tends to be the best and most abundant giver of appreciation. He uses enthusiasm, listening, and approval as he works with people. Because he gives so much, he himself needs replenishment through having others give to him, in turn, expressions of enthusiasm, listening, and approval. If he receives this support he can continue contributing at his very high degree of productivity. If he does not, if he is met with continual disapproval, he can become discouraged and may look outside the organization for this kind of recognition. He values words of appreciation from his colleagues, his superiors, and his subordinates and can appreciate the intentions of the giver even when the approval is oblique. The Catalyst manager tends to be motivated himself by positive comments rather than negative ones, tends to see the positive in others and events.

Possible Weaknesses as a Manager: The NF leader may find that other people's priorities eat up much of his time because he is so responsive to interpersonal transactions —and, indeed, seeks them out. The Catalyst tends to be very generous with his time, even to the point of neglecting his obligations outside the organization and neglecting necessary recreational time. He sorely needs to schedule renewal time for himself if he is not to have his energies drained to the point where he is unproductive and immobilized.

The Catalyst manager may find himself making administrative decisions on the basis of his personal likes and dislikes, rather than on the basis of what might be best for the organization. He may also find himself torn frequently between the needs of his subordinates and the request of his superiors, as he is so sensitive to the situation of the former. He can find himself viewed as the champion of two opposing groups because he has listened to both sympathetically and has communicated understanding. Both factions conclude, only too often, that the NF, because of his empathic feedback, subscribes to their position. In truth, the NF is so in tune with the feelings of others that he is vulnerable to finding himself wanting to please all of the people all of the time. If his unit is under criticism from superiors or if things do not go well within his unit, he may too quickly lose self-confidence, internalizing what may be the failures of others as his failures.

The NF manager is able to create a climate where people in his administrative unit have freedom, autonomy, and initiative, This usually causes healthy growth for the unit, but, at times, as a result of this freedom, autonomy, and initiative, mandated operations do not get carried out; the NF leader has to accept the brunt of this—which does not always lead to the best career development situations for him. Another hazard for the NF leader is that he has a tendency to avoid unpleasantness, perhaps hoping that, if he can delay facing these difficulties, they may somehow disappear. Sometimes, then, he finds that he has taken what was a temporarily easy way out, only to find that larger problems have resulted, both institutional problems and interpersonal problems. He may find himself rescuing "victims" of the system and this may lead him into conflicts with his loyalty to the institution and loyalty to the institution and loyalty to individuals in the system. In spite of his best efforts to avoid this, the NF manager may find himself creating dependency relationships. Others will tend to lean on him for support, seek direction, perhaps unduly, and generally drain his energies by bids for attention. Usually the Catalyst will be at a loss as to how this happens, and mystified how to prevent the situation from developing again and again with a variety of people.

Characteristic Ways of Dealing with Colleagues: The Catalyst leader relates well and is popular with his colleagues. He hungers for personal contacts and goes out of his way to seek these, expecially the extraverted NF. He is sociable and enjoys being with his staff, whether socializing or working. He touches base frequently with his staff and knows a great deal about their problems, their feelings, and their pleasures. He tends to seek close, interpersonal relationships with his colleagues and find his work a source of social satisfaction as well as a place to be productive in work.

Contribution in a Management Team: The Catalyst leader will add a personalized, people-centered point of view to a management team and can speak to the social consequences of a ploy in a way other types may not. If an organization does not have an NF leader on a team, members of the organization may find the environment cold, sterile, inhuman, joyless, dull, and complain about the absence of companionship. Esprit de corps may be low and enthusiasm minimal. Although excellent data systems may exist, the people in the system may not be used as effectively as they might. Many a troubled water can be stilled when a Catalyst is present to pour on the necessary oils.

The Catalyst is outstanding in public relations, is excellent as spokesman for an organization, for he has the facility of communicating his enthusiasm. He works well with all types of people and can "sell" an organization to its clients. The people who work with him usually feel good about the organization and about their place in it. If the Catalyst is given freedom to create and to manage, he can move; conversely, if he has too many standard operating procedures to follow, he may become frustrated. Those around the Catalyst may tend to be loyal to him personally, at times at the expense of seeing organizational needs, priorities, and issues.

On a management team, other team members are apt to enjoy working with the NF and find him supportive and attentive to their points of view. He has the characteristic, as does the SP, of being able to make business a pleasure.

Each style of leadership has its own unique contribution to make to the working situation. SJs lend stability and confidence. SPs make excellent problem-solvers and lend excitement. NTs provide vision and theoretical models for change. NFs lubricate the interpersonal fabric of an organization and can predict the social consequences of the NT's theoretical models.

Knowing one's own management style is essential if strengths are to be used productively. But leadership style is only half of interaction. Follower style represents a critical dimension in the effectiveness of a leader. This has been described in detail in Chapter II in terms of the four styles and in the portraits of the sixteen types. Some additional considerations might be useful at this point, however, we shall discuss the observations of Seeland (1976), who has analyzed the constraints to change inherent in each of the four styles and has suggested strategies for winning the support for change from each of the four styles.

Constraints to Change—NFs: Spokesmanship in groups under management may be largely from the NF group (especially ENFP and ENFJ), characteristically persuasive, verbal, and outspoken, appealing to their colleagues through emotion-laden positions. NFs tend to identify themselves and their colleagues as capable, highly-trained professionals concerned with the needs of humanity in general and the "clients" of the institution served in particular. They do not always cast management in this same role. Self-determination is viewed as a crucial feature in the NF's work environment. Autonomy is highly valued as an earmark of unique identity. They are extremely sensitive to even a hint of imposed structure, to the notion of authoritarianism, or, in fact, to any move on the part of management that could be interpreted as circumscribing individuality. It is unlikely that any institution-wide change can occur without its being supported by the NFs.

Given that NFs need recognition of their individuality, and their personal worth, and given that they are dedicated to democratic processes, involving NFs in decision (as in participative management) is likely to elicit their support. If a wanted change can be described in terms of human values, of better meeting the individual needs of employees and clients, then NFs are likely to see such change as desirable. They need an abundant opportunity to discuss possible change long before it is to be implemented. Change for NFs should never be sudden, but be implemented slowly. The time-honored management rule of "no surprises" applies in full force to the NFs, Constraints to Change—SJs: As with the NFs in follower groups, SJs are apt to be highly influential. They are characteristically outspoken and ready to voice opinions, but in a manner somewhat different from the NFs. The SJs tend to focus on procedural matters, ways of doing things, rather than on human values. They are not so sensitive about lines of authority as are the NFs. SJs like the security provided by clearly-defined lines of authority, and frequently are vaguely uncomfortable with the positions articulated by their NF colleagues. SJs tend not to be as dramatic as the NFs and are thus more frequently influenced by the NFs.

Strategies for winning SJ support for change need to give consideration to the SJ's need to be responsible and to serve, to uphold tradition, and to deal with the status quo. Providing SJ with facts to support a desired change may help to engage their cooperation. Furthermore, if the desired change can be described in terms of a more efficient way of getting things done, in terms of a better procedure, the SJs will be likely to react positively in the degree the change makes sense to them. In contrast with the NFs, who need verbal discussion, the SJs need to have written documents describing the change. In fact, they tend to become rather impatient with discussions, particularly repetitive or lengthy discussions. If the SJs can be involved in writing a procedural manual involved in the change, they are apt to be delighted and are also apt to produce a thorough and sensible document.

Constraints to Change—NTs: NTs usually comprise a respected minority among a follower group. They are not often constrained to exert visible leadership but are often powerful forces behind the scenes. They gain the respect of their colleagues through their mastery of the technical and pragmatic aspects of the enterprise. They are logical and seldomare resistant to change the pragmatics of which can be specified. NTs readily accept the ideas of others and do not find long discussion periods necessary before accepting change, as do the NFs. Nor are the NTs either threatened or impressed by designated authority, as might the SJs be. Titular power means little to them; power by virtue of competency of the manager. NTs often hold themselves aloof from the positions taken by their NF colleagues, and will not often fight for issues. They will fight against issues which violate the common reason.

Strategies for winning NT support for change require a recognition of the NT's need for competency and to be seen as competent. Their support can best be engaged through appeal to their intellect. One way to effect this is to give the NTs opportunity to design the model for change. Changes in which the NT has had a hand in devising are heartily endorsed by the devisor.

Constraints to Change—SPs: SPs tend to ignore the rules of any system they are in, preferring to march to their own drums as independent free spirits. They seldom seem involved with institutional concerns and are, therefore, rarely influential either as a positive or as a negative force for change. Only when a crisis occurs do the SPs mobilize for action and thus their involvement with change must, by definition, be unplanned. There can be no strategies for winning SP support for planned change; they can be counted on to lend excitement to unplanned change and are very likely to be unilaterally involved in pursuing their own impulses to change.

PRODUCTIVITY BRIEF 16

AUGUST 1982

The future of participative management

By D. L. Landen
Distinguished Fellow
American Productivity Center

Pan. … opportunity • knowl … employee • support • reinfor … disciplined • goal-oriented • democratic values • complex • dynamic • high performance systems • qwl • employee involvement • industrial democracy • people support what they help create • Human relations • treat people nicely and they will behave nicely • communications • simple ideas for simple people • Professional management • profitability • bottom line • tradition of stability • line and staff • political fiefdoms • limited access • Scientific management • the god of efficiency • simplify work • conveyor system • repetitive tasks • minimum skill, intelligence, training • authoritarianism • standardization • Entrepreneurial spirit • individualistic • strong will • damn the torpedos, full speed ahead.

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What participative management is and is not

Introduction

At a recent conference on QWL an executive from a large multi-national corporation stated, "QWL is being treated as just another fad. I wouldn't be surprised that in 10 years we would be attending conferences on the values of authoritarian management."

An interesting point of view. But one that I do not share.

At an in-house conference on quality circles, the president of a major U.S. electronics corporation spoke about QWL and participative management. The guts of the first three-quarters of the speech were on the need for new organizational participatory concepts and the importance of getting everyone involved in problem identification and problem solving.

The last quarter of the speech stressed the necessity for management to maintain discipline, "We can't lose control of the organization. We can't lose our sense of direction. We can't sacrifice our profit goals."

I thought I had fallen asleep only to wake up a "decade later." I couldn't believe that it was the same speaker. I'm sure he felt he was being consistent. I thought he was being schizophrenic.

At yet another conference on QWL sponsored by the president of another major U.S. corporation, Donald Ephlin, vice president, United Auto Workers, was asked about the union's position on participative management. He responded to the question by stating, "Participative management should not be seen as the union participating with management. Rather, it should be seen as management participating with the workers."

Another manager once stated how strongly he practiced participation. "I give an order, my subordinates pass on my directions to their subordinates, who do the same with theirs, and so on. Everyone participates in the process!"

I suppose he could have also added that "If anyone can't handle that form of participation, we will help him exit the company."

One final point of view. A high level executive of a Fortune 500 multinational company once defined QWL as, "getting better quality with less cost while not losing control of our right to run the business."

It is obvious that we lack consensus as to precisely what is meant by the term *participative management.*

Participative management is not soft. It is not undisciplined, not uncontrolled, not undirected and certainly not permissive!

Participative management is perhaps the most difficult form of management. It is highly disciplined, controlled and goal-oriented.

One fundamental distinction between authoritarian and participative management is *who* exercises control, discipline and directionality. One underlying rationale of any participatory process is that everyone in the organization is capable of and willing to help guide and direct the organization (or the sub-unit of which they are a part) toward agreed upon goals and objectives.

More fundamentally, participative management is an organized set of ideas about *how* to manage a modern and progressive business enterprise.

Participative management is a set of concepts predicated on a philosophical conviction that the vast majority of employees can make significant contributions to business, human and social objectives if they are provided the opportunity, knowledge, support and reinforcement to do so.

Given this philosophy, the term "management" must be treated as a set of concepts, not as a group of people. Such concepts as planning, coordination, control and decision-making can be utilized and applied by every employee. Indeed one of the greatest weaknesses in American corporations today is that too few people are allowed to practice management techniques. Hence, organizations have become over-staffed, over-regulated, overly-rigid, overly-inefficient, and basically ineffective.

What determines the future of any form of management?

There are six conditions that seemingly determine whether or not managerial forms are sustained.

1. Is the prevailing form effective?
2. Is there an alternative form (or forms) known to be more effective?
3. Are there any pressures (from society, unions, workers, legislation, etc.) to substitute a new form of management for the existing one?
4. Are the educational resources available to enable people to learn a new form of management?
5. Will the business environment reward new forms of behavior?
6. Is a "critical mass" developing that has the force to bring about a shift from the prevailing form to another more effective form? (e.g., an international "worker democracy movement" whether it is called codetermination, self-management, workplace design, spirit of Wa, or quality of work life.)

What is presently known as "traditional management" is by no means the form which has always existed. It has been shaped to one degree or another by each of these six pressures.

The early form of modern-day management was highly individualistic. The entrepreneurial spirit is what created most contemporary business institutions. The Carnegies, Fords, Mellons, Rockefellers, Durants, Watsons were all very much their own men. They had a vision about what they wanted to create and a strong will to make it happen. Men of this type are not, however, generally remembered for their managerial acumen nor their statesmanship.

In fact, it is not unusual for men who create successful businesses to demonstrate a complete inability to manage them. Both Henry Ford and William Durant, creator of General Motors, were notoriously poor managers. The Ford Motor Company ultimately had to be bailed out by Henry Ford II and the "Whiz Kids." Willy Durant was rescued by the Duponts and Alfred P. Sloan.

A new breed of managers replaced the entrepreneurs because of economic necessity. The skills that were required to create Ford Motor Company and General Motors were not sufficient to sustain them.

Professional management was spawned out of the same crucible that gave birth to scientific management. The old spirit of "damn the torpedos, full speed ahead" gave way to "the god of efficiency."

A new ideology replaced an old one. Success was measured in short increments of profitability. The rallying cry became "What's the bottom line?" If an investment, a decision, an action was judged to be good for short-term profitability, it had the unwavering support of the professional manager, since his primary reward was based on "What did he accomplish last year?"

For the professional manager, the goal became maximum production with minimum labor. The manufacturing organization was measured on how much it produced with the least amount of labor — i.e., labor efficiency. This goal became the compelling justification to simplify work into its most basic elements.

Scientific management was, and is, predicated on the belief that the best way, if not the only way, to achieve maximum efficiency is to simplify work, create stationary work stations and have the product to be worked on move on a conveyor system whereby simple repetitive tasks can be endlessly repeated by workers who require a minimum amount of skill, intelligence and training.

The principles of scientific management were, and are

1) "scientifically" design the job;
2) "scientifically" select workers to match the job requirements;
3) "scientifically" train the workers to perform the job as instructed.

As Irving Bluestone, retired vice president of International UAW, has remarked on several occasions, "Scientific management is neither science nor management."

Bluestone's remark is both profound and prophetic. Even Frederick Winslow Taylor, the father of "scientific management," asserted a fourth principle that rarely gets mentioned by his devotees and advocates. "The other principles, if they are to work, must be done in a *spirit of cooperation.*" (Emphasis added.)

The era of scientific management has hardly been one of cooperation. Quite the contrary. The major labor problems of industrial history are attributable to the concepts of scientific management coupled with authoritarianism.

The fact that authoritarianism as a philosophy of scientific management and scientific management as a theory of job design should co-exist should not surprise anyone. They are based on the same rationale:

The purpose of organization is to accomplish work. The purpose of work is to produce goods and

services. The purpose of goods and services is to supply market demand. The product of this equation is profitability.

Since the equation is simple and straightforward, the organizational and managerial processes should be simple and straightforward. An elite group of people called managers will execute all managerial functions. Another group of people called workers will execute, as directed, the elements of the work that they are assigned.

A simple concept for simple times.

But as times became more complex, the organizational system based upon this simple concept began to break down. Workers began to rebel against the indiscriminate use of managerial authority. Managers attempted to mollify workers by employing yet another overly simplistic set of managerial principles called human relations.

While the *principles* of human relations management emerged out of the Hawthorne Studies at the Western Electric Plant outside of Chicago, the *techniques* of human relations emerged out of the managerial training programs. "Treat people nicely and they will behave nicely." How do you do that? Communications! Learn about people's hobbies, their family, their interests. Call them by their names instead of their clock numbers. Say "good morning" to them. Wish them a happy birthday. Talk to them at least once a day whether they need it or not.

Simple ideas for simple people. But people are not that simple. They never were. And so another management theory began to flounder.

Before floundering, both scientific management and human relations did for a period of years accompany the growth and success of many business institutions.

It would be false to conclude from this correlation that the success of many American businesses was a direct function of their managerial concepts, skills and techniques. If the current plight of many American corporations is not testimony enough to the inappropriateness of outdated management concepts, it would be difficult to conjure up many other valid explanations.

Managerial styles alone are not the culprit

One of the strong arguments for participative management is that, because the business environment is vastly more turbulent and unpredictable, organizations need to be able to respond more quickly. The bureaucracy is built on a tradition of stability.

The hierarchy is designed under the assumption that only a limited number of people at the top of the organization are required to guide and direct large enterprises. Recent experience provides evidence to the contrary. It is becoming increasingly apparent that greater flexibility can be achieved when plans are made and problems are identified and solved at the lowest reasonable level.

Many contemporary business structures are predicated on the same principle that governed the organization of work under "scientific management." They are simplified by functions (called functional differentiation or line and staff), fractionated by levels (called echelons), directed by "magic" ratios of supervisors to subordinates (called span of control), and governed by use of military jargon (called rank and file, chain of command, unity of command and esprit de corps).

Are these concepts and labels appropriate to a democratic society? Do these structures and these designations speak to the heart of a participatory social, economic and political paradigm? Neither the language nor the structures nor the processes nor the concepts on which they are based are in harmony with democratic values and participatory processes.

Participatory organizational and managerial principles do represent clear alternatives to scientific/authoritarian management. The old systems are not working. The new ones have demonstrated their value. Now comes the slow and agonizing process of re-educating an old generation of managers and workers and providing a supportive environment to them and to a new breed of working people.

What is the future of participative management?

Participative management may be the major force to revitalize American industry.

Productivity improvement has become a national pursuit. And rightfully so. The U.S. economy is inexorably linked to the productivity of our nation's businesses and industries. But whether we are advocates of "macro" national monetary and legislative solutions or company-based solutions focusing on better utilization of capital, technology, energy and human resources, the ultimate test will be how well people understand and manipulate the complex and dynamic interplay between all these variables and others not cited.

The key to improved productivity appears to be the creation of broadly conceived organizational improvement programs that are grounded both in short-term prag-

matic goals and long-term visionary strategies.

Sustained productivity improvement can only be achieved by management systems that are founded on a blend of incremental steps *and* profound transformation stages. The goal must be to produce quantum-like innovations in the organizational forces that mobilize and energize organizations — goals, strategies, plans, resources and leadership.

William Abernathy of the Harvard Business School speaks of the "productivity dilemma." He asserts that because of the push for cost savings and greater manufacturing efficiency industries became overly standardized and more rigid. The gains from economies of scale came at the expense of innovation and technological competitiveness. Abernathy states, "To compete, American manufacturers must move from an era in which there was little change in production systems to a time of greater turbulence in equipment, employee skills and organization — elements that run counter to a belief in standardization." (New York Times, May 30, p. F 21).

The assertion that participative management not only has a future, but is the only viable future form of management is the inherent bond between leadership and participation.

Participatory management, the inverse of scientific management, is grounded in the value premise that all people possess leadership ability — the capacity to influence the attitudes and behavior of others towards the accomplishment of common goals and objectives.

The greatest contribution that participatory organizations can make to American institutions and to American society is to provide the opportunity and support for every worker to become directly involved in creating and managing more competitive enterprises.

Among the characteristics of the "high performing systems" identified by Peter Vaill[1] are human systems that internalize society's prevailing culture, have a distinct style or flair, are able to accomplish things other organizations can't achieve (frequently with fewer resources) and are able to sustain their achievements over extended periods of time.

Systems that perform so superbly cannot be built around personalities or operated as political fiefdoms. They are organizations that have clearly articulated philosophies, which embrace the society's values, and are structured so as to engage the competencies of all people who are empowered to make things happen, to get things done and *to make the system perform to its maximum capabilities.*

Therein lies the essence of participatory organizations. These are not human systems where people are mere executors of work but instead systems where people are the organization's architects and engineers. They help design work systems, and having designed them, make them perform.

Making participatory systems work

Every human system needs people who have a vision about what the system should be and can be. Every human system needs a plan, a *process,* for transforming the system from its present state of effectiveness to qualitatively and quantitatively higher states of effectiveness.

In authoritarian systems, only a limited number of people are permitted to engage in this process.

In participatory systems, every employee is encouraged to be creatively involved to the limits of his or her interests and capabilities.

Various labels are applied to this process. Some call it quality of work life (QWL). Some call it employee involvement (EI). Others call it workplace innovations. Still others call it workplace democracy or industrial democracy.

The term "participatory organizations" is meant to encompass all of these terms and their underlying principles and values.

As we seek to create higher performing human systems, or "higher commitment organizations," to use Richard Walton's[2] preferred term, participatory processes are essential.

In unionized organizations this mandates a joint working relationship between union leaders and company managers. Over the last decade a number of joint QWL/EI efforts have been initiated. Many of the most significant efforts in this country have been propelled through the rubric of national negotiated agreements such as exist in the auto, steel and communications industries.

In other cases the motivating force was a realization that productivity improvements are frequently a by-product of effective QWL/EI efforts.

Research in General Motors conducted over the last two decades clearly supports this conclusion. One study involving 23 assembly plants showed that those plants that have the highest quality of work life, as measured by GM's QWL survey, also have higher product quality, higher customer satisfaction ratings, lower absenteeism, fewer grievances, less discipline, and the lowest labor costs.

The same findings were found in a similar study that involved differ-

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ent types of plants — manufacturing, fabricating, assembly.

An independent study conducted by two university professors and a graduate student demonstrated the same statistical relationship.[3] Their analysis showed that such industrial relations variables as absenteeism, grievances, discipline rates, number of local contract demands in 1979 negotiations and the length of time required to reach a contract settlement are statistically interrelated at high levels of statistical consistency.

Moreover, they found that the 18 or so plants involved in the study with the highest QWL survey scores also exhibited the most consistently effective performance on all of the industrial relations variables over a span of 10 years.

And if further evidence is needed in support of QWL, those plants that demonstrated the best industrial relations performances over the decade of the '70s also had the highest product quality and most efficient operations.

Conclusion

Perhaps in the final analysis it will take evidence like this to convince some American managers that participatory principles are not only in the best interest of American workers but are in the best interest of American industry.

Participatory management did not come into being because it was "right" or "nice." It came into existence because of accumulating evidence that such processes will help to create more *productive* organizations.

It will continue to flourish for the same reasons.

But let us not be deluded into believing it is easy or quick or simple or free.

Like any good organizational system, high performing, high commitment systems require initiative, leadership and risk-taking, as well as knowledge of what the future must be and of the strategies and resources for achieving new, more effective organizations. Compounding the challenge even more is the fact that the future state is a moving target, changing with shifting market trends and the overall business environment. The transformation process must be flexible to accommodate the market and other social and economic requirements.

Creating and maintaining highly adaptive complex organizations cannot be effectively achieved without the full support of all employees. One of today's organizational axioms is that "people support what they help create."

If support, commitment, high performance and adaptability are what is critical in today's highly volatile and competitive environment, then participatory organizations are the best means of achieving these qualities.

Once organizations realize that their own destiny is in the hands of all the people, and once people experience the challenge and the satisfaction of helping to make organizations perform more effectively, the importance of participative management will grow in intensity and in achievement.

About the Author

Dr. D. L. "Dutch" Landen has long been involved in the activities and development of the American Productivity Center. In April of this year, he formalized his involvement by joining the Center as a Distinguished Fellow.

Landen, who recently retired as director of organizational research and development at the General Motors Corporation, has spent more than 25 years in the field of organizational change and employee involvement. He is widely recognized for his work at General Motors particularly in the development of the corporation's joint quality of work life effort with the United Auto Workers.

In addition to bachelor and master's degrees from Wayne State University, Landen holds a Ph.D. in industrial psychology earned at Ohio State University.

As a Center Distinguished Fellow, Landen will continue in his role as an advisor and will participate in productivity and quality of work life efforts and research projects.

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Footnotes

[1] Sergiovanni, Thomas and John Corbally, eds., *Administrative Leadership: New Perspectives on Theory and Practice*, Jossey-Bass, 1982.

[2] "Work Innovations in the United States," Harvard Business Review, July-August 1979, p. 88-98.

[3] Gobeille, Kenneth, Harry Katz, Thomas Kocher, *Industrial Relations Performance, Economic Performance and the Effects of QWL Efforts: An Interplant Analysis*, (unpublished study), January 1982.

ALPHABET SOUP PART I

You have five minutes to individually record the names of famous people whose initials correspond to any of the 13 sets of letters.

R onald________ R eagan________

B______________ N______________

D______________ P______________

F______________ R______________

P______________ T______________

J______________ D______________

L______________ W______________

N______________ A______________

P______________ O______________

R______________ J______________

T______________ K______________

H______________ R______________

K______________ R______________

Z______________ T______________

ALPHABET SOUP PART II

You have five minutes to record the names of famous people whose initials correspond to any of the 13 sets of letters. You may exchange ideas and names with other members in your group.

A______________ C______________

C______________ G______________

E______________ K______________

G______________ M______________

I______________ B______________

K______________ W______________

C______________ Y______________

H______________ B______________

M______________ D______________

S______________ F______________

F______________ H______________

W______________ M______________

Y______________ B______________

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